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MEMORANDUM FOR : Chairman, Board of Medical Examiners

: Request for Medical Evaluation -Mr. Calvin W. Hicks

- 1. Subject, a participant in the CIA Retirement and Disability System, has applied for disability retirement under the provisions of Section 231 of Public Law 88-643, Central Intelligence Agency Retirement Act of 1964 for Certain Employees. It is requested that a medical examination be arranged for Subject and that a written report of the Board of Medical Examiners as prescribed in paragraph f. (4) of HR 20-50 be submitted to the Director of Personnel.
- 2. Attached are copies of the Supervisor's Statement, the Application for Disability Retirement, and a private physician's statement.
- 3. Subject intends to remain on duty until a decision is made regarding his application for disability retirement.

Deputy Director of Personnel for Special Programs

#### Attachments:

- a. Supervisor's Statement
- b. Application
- . c. Physician's Statement

Distribution: 0 & 1 - Addresses 1 - D/Pers 1 - OPF

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OP/RAD/ROB

Ministration of the Cally

10 December 1973

MEMORANDUM FOR: Chief, Career Management Group

SUBJECT:

Promotion of Mr. Calvin W. Hicks

- 1. I would solicit Career Management Group and the Promotion Panel to consider the overall career of Calvin W. Hicks when deciding on the current cycle of promotions from GS-13 to GS-14.
- 2. After Mr. Hicks EOD in 1950, he advanced rapidly in three years to GS-11. He was promoted to GS-12 in 1956, six years later to GS-13 in 1962, and since then has been almost 12 years in grade. He has had overseas tours with FE and NE Divisions, has served as a training instructor, on a PM task force, and with Miami Ops and area branches in WII. In these assignments he consistently received Strong ratings. Despite a largely paramilitary background, in 1967 he adjusted to the intelligence production cycle and developed the skills of an operations officer doing operations-oriented reports work in the Intelligence Watch. As of this date he has the longest continuity in the Intelligence Watch and is rated as a mature and thoughtful individual who exercises excellent professional judgment. He was recommended for promotion from GS-13 to GS-14 in April 1968 and in April 1969. In 1970 he was recommended for a GSI by FI Chief, Peer deSilva. He was again recommended for promotion in March 1971, in November 1972, and in November 1973.
- 3. Admittedly, promotions are competitive and the rankings are relative and must be adjusted to the headroom available. The overall history of his career would seem to argue the equity of granting the often recommended promotion to Mr. Calvin Hicks as he nears the end of a career. Mr. Hicks is 49 years old and has a family of five children. He has a medical hold which will not allow him to serve overseas at this time and he therefore, contemplates retirement at age 50 (in late 1974). He is and will be until then a valuable member of the Intelligence Watch.
- 4. I recommend that the promotion which has escaped him in the last decade be granted at the time of this year's promotion cycle.

Chief, Operations Staff

Addition to a board to City

13 November 1973

MEMORANDUM FOR:

Career Management Group

Mid-Career Officer Branch

SUBJECT

Recommendation for the Promotion of Calvin W. Hicks (056361)

to 6S-14

1. I would again like to recommend the promotion of subject officer from GS-13 to GS-14. Mr. Hicks has been with the Intelligence Watch since June 1967 and his performance has been characterized consistently by exceptional proficiency. He serves on a rotating schedule with seven other officers doing identical work, some of whom are currently in GS-14.

- 2. A medical hold has precluded any further overseas assignments and for this reason his stay in IW has been extended until November 1974, when he will be 50-years-old at which time he plans to retire under the Agency retirement system.
- 3. Mr. Hicks' resourcefulness and ability to apply the multitude of reporting instructions and techniques have been convincingly demonstrated in crisis situations such as the recent Chilean coup and the Middle-Eastern crisis. He has consistently displayed initiative and good judgment in meeting unforeseen crisis with rapid and effective action and has clearly demonstrated his ability to continuously adjust to rotating shifts and the irregular flow of traffic.
- 4. For his sustained high level of performance in 1972 Mr. Hicks received a quality step increase in recognition and as proof of the high esteem in which he is held by his superiors. He occupies a GS-14 slot. His promotion is again recommended in recognition of his long years of Agency service.

Joseph A. Procaccino C/OPS/INT/IW

Concur: Eloise R. Page, C/OPS/INT

E2 IMPDET CLBY 002025

26 September 1973

MEMORANDUM FOR: Chief, Operations Staff

SUBJECT:

Appreciation of IW Performance During Chilean Upheaval

- 1. The officers of the Intelligence Watch (IW) performed admirably in swiftly processing the heavy flow of intelligence engendered by the recent political upheaval in Chile. In many instances, reports were in the hands of customers in the intelligence community within minutes of being filed in Santiago.
- 2. Please extend to the IW officers concerned the appreciation of this Division for their fine performance. I suggest that a copy of this memorandum be placed in the personnel folder of each of the officers concerned.

David A. Phillips

Chief, Western Hemisphere Division

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1 3 APR 1972

MEMORANDUM FOR: Calyin W. Hicks

: Quality Step Increase

- I was pleased to learn that you have been granted a Quality Step Increase. Such recognition is proof of the high esteem in which you are held by your supervisors in the Claudestine Service.
- 2. Please accept my personal best wishes. I am confident that your future performance will be of a continuing high quality.

/S/ Cord Moyor, Jr. Thomas H. Karamessines Deputy Director for Plans

CSPS/SOB/Hileberman; rv(11Apr72)

Distribution:

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### CONFIDENTIAL

1 0 APR 1972

MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- 1. I am pleased to send to you the attached official notification of the approval of the Quality Step Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

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MEMORANDUM FOR: Chief, Foreign Intelligence Staff

SUBJECT

Intelligence Watch Assistance to European Division

As I am preparing to leave the European Division, a note of appreciation is in order for the services rendered to us for the four years of my tenure here by the officers of the Intelligence Watch.

- 2. At a time of increasingly complicated intelligence collection and reporting problems, our Agency has come of age. We have recognized that information often cannot be allowed to wait for attention until sunrise, and that we must be able to respond to national needs and world events ground the clock. The Intelligence Watch, more than any other single institution, has made it possible for us to do this. We have benefited from its cooperation particularly under strained reporting conditions -- during Presidential. trips abroad, for instance -- but have also found IW's presence and judgment helpful at other times. I know my staff relied on IW extensively.
- 3. I am making a point of recognizing this because the Intelligence Watch -- a bit like our Agency as a whole -is apt to get more attention with an occasional slip than with a record of continuing accomplishment and success in coping with problems. From what I have been able to observe, the job has been well done.

I hope you will bring this memorandum to the attention of those concerned.

Chief

European Division

Joseph Procaccino Walter Kuzmuk

James Pekich Frank Levy

Calvin Hicks

Robert Sawicki

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5 MARCH 1971

Hat approved

MENORANDUM FOR: SECRETARY, CSPS/SECTION A

SUBJECT:

RECOMMENDATION FOR THE PROMOTION OF CALVIN W. HICKS (056361) TO GS-14

- 1. 1 RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM GS-13 TO GS-14. MR. HICKS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1907 AND SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK, FOUR OF WHOM ARE CURRENTLY IN GRADE GS-14.
- 2. Mr. HICKS HAS BEEN IN THE INTELLIGENCE WATCH (IW) FOR ALMOST. FOUR YEARS AND HIS WORK, BOTH QUANTITATIVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF A VERY HIGH CALIBER.
- 3. His keenly developed sense of operational security resulting from his extensive paramilitary experience, coupled with his clear understanding of the relationship between operations and intelligence, has made him a very fine officer and a valuable asset to IW. He has been under my supervision for 10 months and I have had ample opportunity to observe his performance under conditions of stress. He very ably applies a multitude of detail and general reporting instructions to the different situations manifest in each incoming report and displays initiative in meeting unformation is the face that the Chandestine Service puts out to the Intelligence Community, the performance of Watch Officers is of Great importance. This factor becomes apparent when it is noted that over 15 percent of all cabled intelligence reports are disseminated by IW.
- 14. Mr. Hicks has an extensive background in paramilitary operations both in the field and at headquarters. All of his fitness reports for the six years preceding his assignment to IW have borne the overall rating of "strong." He has been described as "highly motivated, sincere, and capable." Also, "he works well with others and his knowledge and ability are respected." Other supervisors during the years prior to this assignment have described him as "serious, hard-working and dependable." His performance in his present assignment has demonstrated these same qualities.
- 5. Mr. HICKS IS A DISTINCT ASSET TO IW AND I HIGHLY RECOMMEND HIS FOR PROMOTION TO GS-14.

CUSEPH A. PROCACCINO CHIEF, FI/INT/IW

Glat applaced

MEMORANDUM FOR: Chairman, DDP QSI and Honor and Merit

Awards Panel

SUBJECT

Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13. (056361)

- I recommend that a Quality Step Increase be awarded to Mr. Calvin W. Hicks.
- 2. Mr. Hicks is one of three officers in the Intelligence Watch, FI Staff, on whom identical recommendations are being submitted. These officers, all in grade GS-13, have for several years done responsible and demanding work, identical to that done in the same office by five other officers, GS-14 and 15, and all three have been rated "Strong."
- The Intelligence Watch is the primary intelligence dissemination office of the Clandestine Service. Its output of over 2,000 reports a month is the chief end-product of CS collection operations. Watch Officers serve on a rotating schedule. When an officer draws the night shift he serves alone. He must make quick, independent dissemination decisions. Mr. Hicks has done well at this work. He is alert and conscientious and has a sharp operational sense which is extremely useful in the handling of CS intelligence information. He has been recommended several times for promotion to GS-14.
- The high quality of Mr. Hicks's performance has continued for more than two years. There is no reason to expect any decline in it. His enthusiasm continues, and his tour has recently been extended for another two years.
- 5. Consideration has been given to recommending him for an Honor and Merit Award, but on balance I believe that a Quality Step Increase would be more appropriate.

Peer de Silva Chief Foreign Intelligence

Delical tra tempt Bellesiliers!

SUBJECT: Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13 (056361)

APPROVAL RECOMMENDED:

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Chairman,	CS	QSI	Panel		,	Date	
				, ,			
Director	of	Perso	nnel			Date	

G RARCH 1969

MEMORANDUM FOR: Chicor, FI Starr

SUBJECT : Performance of the Intelligence Watch : During the President's Trip to Europe

1. Now that the President's trip to Europe has been concluded. I feel that a special commendation for the intelligence watch (IW) is in order.

- 2. The contribution that is being made by the officers in the Intelligence Watch is often taken for granted. Thus it was natural for us, when we formed our task force for the President's trip, to build our arrangements for positive intelligence disseminations around the IW's twenty-four-hour-a-day availability. We were not disappointed. The system worked smoothly and efficiently.
- 3. In addition to that, it became clear that the Intelligence Watch officers were willing and able to go beyond the simple call of duty. We came to admire their competence, courtesy, and cooperation, without which effective intelligence coverage would have been immeasurably more difficult. Since the IW's were working under an unusual strain, caused by the simultaneous outbreak of crises in different parts of the world, their performance is that much more to be commended.
- 4. Please convey our appreciation to all officers who had a part in this fine effort.

John L. Hart Chief, European Division

CALVIN M. HICKS



7 Mairch 1968

MEMORANDUM FOR: Mir. Edwar

SUBJECT:

Performance of the Intelligence Watch during President Nixon's recent Visit to Europe

I. I wish to commend you and each member of your staff who participated in the support which the Agency was called on to render to the Presidential party during its recent travel abroad. From several quarters I have had verbal expressions of praise and commendation and to these I wish to add my own in writing. I am enclosing a copy of a memorandum from the Chief, European Division, which reflects both my thoughts and the reactions I have heard from others.

2. I hope you will take appropriate action so that the personnel files of each of your participating officers will reflect this appreciation. You may wish to make copies of my memorandum and Mr. Hart's memorandum to serve this purpose.

Peer de Silva Chief Foreign Intelligence

Enclosure

CALVIN M. HICKS



os proces some

2:4 JUN 1963

9 April 1969

MEMORANDUM FOR: Secretary, CSPS/Section A

SUBJECT

Recommendation for the promotion of Calvin V. Hicks (056361) to GS-14

1. I recommend the promotion of subject officer from GS-13 to GS-14. Fr. Hicks has been assigned to the Intelligence Watch/FI Staff since June 1967, and serves on a rotating schedule with seven other officers doing identical work, five of whom are currently in Grade GS-14.

2. Mr. Hicks has been with IW for almost two years and his work, both quantitatively and qualitatively has been consistently of a very high caliber. Normally six months are required before an officer newly assigned to the Intelligence Watch is able to handle a shift by himself. At least a year is required refore a Watch Officer can perform at a high level of proficiency. However, in the case of this officer, in a little more than a year he had earned the rating of "Strong" and has maintained it ever since. Although most of his 'gency experience had been in paramilitary operations, he adapted quickly to the demands of his new assignment. His keenly developed sense of operational security, coupled with his clear understanding of the relationship between operations and intelligence, has made him a very fine officer and a valuable asset to IM. He has been under my supervision for 16 months and I have had ample opportunity to observe his performance under conditions of stress. He is even tempered and level headed. His mistakes are few and infrequent and these are usually of the clerical variety, not in matters of judgment. I continue to be impressed with his thoroughness in handling information; with the evidence of his coordination when the interests of more than one division are involved. Since operations have to be subnerged and the intelligence is the portion of the iceberg which shows to the intelligence community, the performance of the Watch Officers is of great importance. This factor becomes apparent when it is noted that about 80% of all cabled intelligence reports are disseminated by the Intelligence Natch. Recently the Vatch Officers were commended by the Chief, FI Staff and the Chief, Europe Division for their performance during the President's trip to Vestern Europe. The simultaneous outbreak of crises in different parts of the world further added to the burdens of the Watch Office at that time. Mr. Hicks made a real contribution during that period and deserves the commendation personally in a high degree.

SEGRET

#### SEGRET

3. Prior to his assignment to the Intelligence Watch, Mr. Hicks served with Wil Division and with the Cuban Operation. He has an extensive background in peremilitary operations both in the field and at headquarters. All of his Fitness Reports for the six years preceding his assignment to the Intelligence Watch have borne the overall rating of "strong." He has been described as "highly motivated" "sincere and capable." He has been further complimented as "working well with others and his knowledge and ability are respected." Other supervisors have described him as "serious, hard-working and dependable." His performance in his present assignment has demonstrated these same qualities. He has managed the transition from active operations to the life of a desk bound intelligence officer with ease. I recommend him with enthusiasm for promotion to GS-14.

Edward J. Carroll Chief, FI/INT/IN

Est Approved by CS Company Sourier

24 October 1968

MEMORANDUM FOR: SECRETARY, CSPS/SECTION A

SUBJECT: RECOMMENDATION FOR THE PROMOTION OF CALVIN W. HICKS (056361) TO GS-14

1. I RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM CS-13 TO GS-14. Mr. Highs has been assigned to the Intelligence Watch/FI Staff since June 1967, where he serves on a rotating schedule with seven other officers doing identical work; five of whom are currently in grade GS-14.

- 2. MR. HICKS HAS BEEN WITH I'V FOR ABOUT 16 NONTHS AND HIS WORK, BOTH QUANTITAVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF VERY HIGH CALIBER. NORMALLY SIX MORTHS ARE REQUIRED BEFORE AN OFFICER NEWLY ASSIGNED TO THE INTELLIGENCE WATCH 'S ABLE TO HANDLE A SHIFT BY HIMSELF. AT LEAST A YEAR IS USUALLY REQUIRED BEFORE A MAN CAN ADVANCE FROM "ADEQUATE" TO "PROFICIENT." AT PRESENT, MR. HICKS HAS ALREADY PROGRESSED TO THE RATING OF "STRONG." HE IS ALERT AND CONSCIENTIOUS AND HAS AN OPERATIONAL SENSE WHICH IS IN-VALUABLE IN THE HANDLING OF INTELLIGENCE. WITH HIS EXTENSIVE OPERATIONAL AND PARAMILITARY BACKGROUND, MR. HICKS HAS A FINE SENSE FOR THE RELATIONSHIP BETWEEN OPERATIONS AND ITS PRIMARY PRODUCT, THE CLANDESTINE SERVICES INTELLIGENCE REPORT. THIS OF-FIGER HAS BEEN UNDER MY SUPERVISION FOR 11 MONTHS AND DURING THAT PERIOD I HAVE HAD AMPLE OPPORTUNITY TO OBSERVE HIS CONDUCT UNDER CONDITIONS OF STRESS. HE IS EVEN TEMPERED AND LEVEL HEADED. HIS MISTAKES ARE FEW AND INFREQUENT. I AM PARTICULARLY IMPRESSED WITH HIS THOROUGHNESS IN HANDLING INFORMATION; WITH THE EVIDENCE OF THE GOORDINATION WHICH HE SO OFTEN ATTEMPTS WITH SEVERAL AREA Divisions when necessary before disseminating a Report to the INTELLIGENCE COMMUNITY. Since the Intelligence information Re-PORT IS THE FACE THAT THE CLANDESTINE SERVICES SHOWS TO THE IN-TELLIGENCE AMALYST AND THE POLICY OFFICERS OF THE GOVERNMENT, THE PERFORMANCE OF THE WATCH OFFICERS IS OF GREAT IMPORTANCE. TH.S FACTOR BECOMES APPARENT WHEN ONE NOTES THAT ASCUT 80 PERCENT OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEMINATED BY THE INTELLI-GENCE WATCH.
- 3. PRIOR TO HIS ASSIGNMENT TO THE INTELLIGENCE WATCH, MR. HICKS SERVED WITH WH DIVISION AND WITH THE CUBAN OPERATION. HE HAS AN EXTENSIVE BACKGROUND IN PARAMILITARY OPERATIONS BOTH IN

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Edward Horroll
EDWARD J. CARROLL
Chief, FI/INT/IW

ATTACHMENT

5 APRIL 1968

MEMORANDUM FOR: SECRETARY, CSPS/SECTION A

SUBJECT:

RECOMMENDATION FOR THE PROHOTION OF CALVIN W. HICKS (056361) TO GS-14

- 1. I RECOMMEND THE PROMOTION OF SUBJECT OFFICEPFROM GS-13 TO GS-14. Mr. Hicks has been assigned to the Intelligence Watch, FI Staff since June 1967 where he serves on a rotating Schedule with seven other officers doing identical work, five of whom are currently in grade GS-14.
- 2. ALTHOUGH MR. HICKS HAS BEEN WITH IW LESS THAN A YEAR, THIS WORK BOTH QUANTITATIVELY AND QUALITATIVELY IS OF VERY HIGH CALIBER. HE IS ALERT AND CONSCIENTIOUS AND NEVER TAKES THE EASY WAY OUT IN HANDLING CABLED FIELD INTELLIGENCE REPORTS. LOG CARDS WHICH RECORD THE ACTION TAKEN ON EACH REPORT INDICATE THE SERIOUS+ NESS WITH WHICH HE APPROACHES HIS DAILY TASKS. THESE CARDS FREQUENTLY INDICATE TIME SPENT BY HIM IN CONSULTATION WITH AS MANY AS THREE AREA DIVISIONS ON OCCASION BEFORE ISSUING A REPORT WHICH WILL BE DISSEMINATED TO THE INTELLIGENCE COMMUNITY. THE EXERCISE OF GOOD JUDGMENT IS AN ESSENTIAL ELEMENT IN THE PROPER FUNCTION-ING OF THIS OFFICE, UPON WHICH THE AGENCY'S REPUTATION TO A CERTAIN EXTENT DEPENDS. SINCE THE FINISHED INTELLIGENCE INFORMA-TION REPORT IS THE FACE THAT THE CLANDESTINE SERVICES SHOWS TO THE INTELLIGENCE ANALYSTS AND THE POLICY OFFICERS OF THIS GOVERN MENT, THE PERFORMANCE OF THE WATCH OFFICERS IS OF PARAMOUNT IMPORTANCE. THIS FACTOR BECOMES EXTREMELY OBVIOUS WHEN ONE NOTES THAT MORE THAN 80% OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEM-INATED BY THE INTELLIGENCE WATCH.
- 3. PRIOR TO HIS ASSIGNMENT TO THE INTELLIGENCE WATCH, MR. HICKS SERVED WITH THE WH DIVISION AND WITH THE CUBAN OPERATION. HE HAS AN EXTENSIVE BACKGROUND IN PARAMILITARY OPERATIONS BOTH IN THE FIELD AND AT HEADQUARTERS. ALL OF HIS FITNESS REPORTS FOR THE SIX YEARS PRECEDING HIS ASSIGNMENT TO THE INTELLIGENCE WATCH HAVE BORNE THE OVERALL RATING OF "STRONG." HE HAS BEEN DESCRIBED AS "HIGHLY MOTIVATED, SINCERE AND CAPABLE." ALSO, "HE WORKS WELL WITH OTHERS AND HIS KNOWLEDGE AND ABILITY ARE RESPECTED." OTHER SUPERVISORS DURING THE YEARS IMMEDIATELY PRIOR TO THIS ASSIGNMENT HAVE DESCRIBED HIM AS "SERIOUS, HARD-WORKING AND DEPENDABLE." HIS PERFORMANCE IN HIS PRESENT ASSIGNMENT HAS

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PROMOTION RECOMMENDATION - CARVIN No HICRS (CONTINUED) PAGE 2

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EDWARD J. CARROLL CHIEF, FI/INT/IW

ATTACHMENT

I heartily endorse this recommendation that Mr. Hicks be promoted to GS-14. As his supervisor points out, Mr. Hicks, when he came to the Intelligence Watch, was essentially a querrilla warfare field operational officer. Positive intelligence information reporting and the handling of reports were new to him, and called for professional skills and other qualities radically different from those which most of his previous experience had brought into play. Yet in a relatively short time, Mr. Hicks has developed the skills required of a Watch Officer, and thanks to this and to other strengths has become one of the most valuable officers in the unit.

Wallace R. Deuel Chief FI/INT

What appropriate the

24 OCTOBER 1968

MEMORANDUM FOR: SECRETARY, CSPS/SECTION A

SUBJECT:

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1. I RECOMMEND THE PRONOTION OF SUBJECT OFFICER FROM GS-13, TO GS-14. MR. HICKS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1967; WHERE HE SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK; FIVE OF WHOM ARE CURRENTLY IN GRADE GS-14.

- 2. Mr. Hick's has been with IW for about 16 months and his-WORK, BOTH QUANTITAVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF VERY HIGH CALIBER. NORMALLY SIX FORTHS ARE REQUIRED BEFORE AN OFFICER NEWLY ASSIGNED TO THE INTELLIGENCE WATCH IS ABLE TO HANDLE 'A SHIFT BY HIMSELF. AT LEAST A YEAR IS USUALLY REQUIRED BEFORE A MAN CAN ADVANCE FROM "ADEQUATE" TO "PROFICIENT." AT PRESENT, MR. HICKS HAS ALREADY PROGRESSED TO THE RATING OF "STRONG." HE IS ALERT AND CONSCIENTIOUS AND HAS AN OPERATIONAL SENSE WHICH IS IN-VALUABLE IN THE HANDLING OF INTELLIGENCE. WITH HIS EXTENSIVE OPERATIONAL AND PARAMILITARY BACKGROUND, MR. HICKS HAS A FINE SENSE FOR THE RELATIONSHIP BETWEEN OPERATIONS AND ITS PRIMARY PRODUCT, THE CLANDESTINE SERVICES INTELLIGENCE REPORT. THIS OF-FICER HAS BEEN UNDER MY SUPERVISION FOR 11 MONTHS AND DURING THAT PERIOD I HAVE HAD AMPLE OPPORTUNITY TO OBSERVE HIS CONDUCT UNDER CONDITIONS OF STRESS. HE IS EVEN TEMPERED AND LEVEL HEADED. HIS MISTAKES ARE FEW AND INFREQUENT. I AM PARTICULARLY IMPRESSED WITH HIS THOROUGHNESS IN HANDLING INFORMATION; WITH THE EVIDENCE OF THE COORDINATION WHICH HE SO OFTEN ATTEMPTS WITH SEVERAL AREA DIVISIONS WHEN NECESSARY BEFORE DISSEMINATING A REPORT TO THE INTELLIGENCE COMMUNITY. SINCE THE INTELLIGENCE INFORMATION RE-BORT IS, THE FACE THAT THE CLANDESTINE SERVICES SHOWS TO THE IN-TELLIGENCE ANALYST AND THE POLICY OFFICERS OF THE GOVERNMENT, THE REFFORMANCE OF THE WATCH OFFICERS IS OF GREAT IMPORTANCE. THIS FACTOR BECOMES APPARENT WHEN ONE NOTES THAT ABOUT 30 PERCENT OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEMINATED BY THE INTELLI-GENCE WATCH.
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PROMOTION RECOMMENDATION - CALYEN W. HICK'S (CONTINUED) . PAGE 2

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PROMOTION RECOMMENDATION - CALVIN W. HICKS (CONTINUED) PAGE 2

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Wallace R. Deuel Chief FI/INT

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7 April 1967

MEMORANDUM FOR: Calvin W. Hicks

VIA

WH/RMO

SUBJECT

Records Officer Appointment

- 1. In accordance with a request received from your component, you are hereby appointed a Records Officer in the Clandestine Services. Your functions are described, in summary, in CSI 43-1, Para. 4.b.(3). You have also participated in a training course in which these functions were reviewed in some detail.
- 2. The essence of your appointment is that you now occupy a position of trust in which you are expected to draw on your knowledge and experience to exercise responsible and sound judgment in building and maintaining a professionally useful records system in the Clandestine Services. You are, at the same time, expected to train and guide others within your component in these respects.
- 3. A copy of this memorandum will be placed in your official personnel folder.

PETER D. DYKE

DDP Records Munagement Cricer

cc: Personnel File of Addressee

GROUP I Excluded from automatic downgraing and declassification

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REQUEST FOR	PERSONNEL A	CTION	10 September 1965
1: SERIAL NUMBER 3 NAME : Lawrens Minke	100		
056361 HICKS, Calvi	n W.		
3 NATURE OF PERSONNEL ACTION	<u> </u>	a EFFECTIVE DATE REQUESTED	S' CATEGORY OF EMPLOYMENT
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28 August 1961

MIMORANDUM POR: Secretary, CS/CS Panel (Section B)

SUBJECT

Recommendation for Promotion to Grade GS-13
- Mr. Calvin W. Hicks

1. It is recommended that Calvin W. Hicks be promoted from Grade GS-12 to Grade GS-13 in recognition of his outstanding performance as a member of JMATE Project.

- 2. Mr. Hicks was assigned to JMATE Project in October 1960 as an operations officer in the Paramilitary Section. His years of Agency experience and varied operational assignments enabled him to immediately take hold and perform the many functions required in the Peremilitary Operations Section in a most outstanding manner. This included recruitment, training, briefing, debriefing and in-exciltration of agents; supervision of the infiltration of supplies and bodies by air for the Paramilitary Operations Section; case officer for certain high level agents and their W/T operators inclide the target area. Mr. Hicks' maturity, common sense and varied experience enabled him to operate with the minimum of supervision. He trained certain agents in tradecraft, air and maritime reception, mapping, and guerrilla warfare with the result that these agents received the only completely successful air drops. In addition, some of these agents handled and trained by Mr. Hicks became our most trusted and important agenta, and a large measure of their willingness to go on after continued frustrations was due to their respect for, and trust and confidence in, Mr: Ricks.
- 3. Mr. Hicks has continuously demonstrated the ability to perform duties in a higher grade. He has the leadership, maturity, common sense, stability, and ability to make decisions and to operate with minimum supervision so necessary to senior officers in the Agency. He is aggressive and capable of fighting for his views; at the same time he will listen to advice and once a decision has been handed down, will give it his full support even though he might have opposed it before the decision was made.

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4. Mr. Hicks has been an Agency staff employee since August 1950 and was last promoted in November 1956. He is in every way fully qualified to perform the duties of a higher grade and has been doing so in an outstanding manner on JMATE Project. Therefore, it is strongly recommended that Mr. Hicks be promoted to Grade GS-13 at the earliest date.

J. C. KING Chief Western Hemisphere Division

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Subject will be acknowledged as CIA for entire period of employment and is not to reveal specific places or locations of cover assignments.	
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"PAY ADJUSTMENT IN ACCURDANCE WITH SALARY SCHEDULES OF PL 92#210 AND EXECUTIVE ORDER 11637 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962#

EFFECTIVE DATE OF PAY ADJUSTMENT 9 JANUARY 1972

NAME

NEW SALARY

HICKS CALVIN W

056361

\$22,487

\*PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 90-216
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EFFECTIVE DATE OF PAY ADJUSTMENTE & CCTOBER 1967

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HICKS CALVIN W 056361 32 500 V GS 13 5 \$14,665 \$15,307

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## EFFECTIVE DATE OF PAY ADJUSTMENTS TO JANUARY 1971

NAME SERIAL ORGY, FUNDS GRESTED SALARY
HIGKS CALVIN W. 056361 32 500 V GS 13 6 320,721

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE ORDER 11524 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT! 28 DECEMBER 1989

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HICKS CALVIN

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MEFFECTIVE DATE OF PAY ADJUSTMENT 1.14 JULY 1968

NAME SERIAL ORGN. FUNCS GRESTEP SALARY SALARY

"PAY ADJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5, U.S.C. AND EXECUTIVE ORDER 11739 PURSUANT TO AUTHORITY OF DOI DATED OF OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 CCTCBER 1973

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EFFECTIVE DATE UP PAY ACJUSTMENT: 07 JANUARY 1973

NAME SERIAL ORGN. FUNDS GR-STEP SALARY
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"PAY ACJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5, U.S.C. AND EXECUTIVE CHOEF 11611 PURSUANT TO AUTHORITY OF DCI AS PROVICED IN THE CIA ACT OF 1945, AS AMENDED, AND DCI DIRECTIVE CATEC 38 OCTOBER 1962."

EFFECTIVE DATE OF PAY ACJUSTMENT: 13 CCTOBER 1974

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CA TR	27 SPECIAL REFERENCE 36 SERV. COM	30 RET 1 - CSC 2 C16 3 - FICE 3 - FICE 4 - FICE 5 - FICE 5 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6 - FICE 6	CODE CODE CODE CODE COMP. DAT	31 SEPARATION DATA CODE  E 38 CAREER CAT	IEGOŠA AAŠE	11   O8   24  HON/CANCELLATION BATA  HO DA YA         39. FEGLI / HEAL	EOD DATA	33. SECURITY	34 SEX
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TE EXPIRES  SA TR  SA TR  SA TR  FREFERENCE  SA TR	29 SPECIAL REFERENCE 30 SERY. COM	30 RET 3 - ESC 2 CIN 3 - FICH 5 NONE P DATE 37 TR M	COOR COMP. BAT	E 33. CAREER CAT	TYPE COSE	11 O8 24  TON/CANCELLATION.DATA  WG DA 79  39. FEGI1/MEAL  CODE 0 WAITER  3 - YES	IN INSURANCE	33. SECURITY REQ MO.	34 SEX
TR EXPIRES  CA TR  CIXX XX  VET. PREFERENCE  1 0 - NONE 1 - S PT 2 - 10 PT  PREVIOUS CIVILI	29 SPECIAL REFERENCE 30 SERY. COM MO DA	30 RET 3 - ESC 2 CIN 3 - FICH 5 NONE P DATE 37 TR M	CODE CODE CODE CODE CODE COMP. DAT CODE COMP. DAT CODE COMP. DAT CODE COMP. DAT CODE COMP. DAT CODE CODE CODE CODE CODE CODE CODE CODE	E 33. CAREER CAT	TYPE TEGORY CODE	11 O8 24  ION/CANCELLATION.DATA  WG DA 79  39. FEGLI/MEAL  CODE 0 WAITER  1 - YES	IN INSURANCE  MEALTH INS CODE  44 STATE	33. SECURITY REQ MO. 40 SOCIAL SECURITY	34 SEX
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TE EXPIRES  CA TA  CA T	29 SPECIAL REFERENCE 39 SERY, COM NO DA IAN GOVERNMENT ACTIONS SERVICE IN SERVICE IN SERVICE IN SERVICE	30 RET  1 - CSC 2 - C10 3 - F164 3 - P265 P DATE 37 VA M  S SERVICE	CODE  F LONG COMP. DAT  DO DO YA  42 LEAVE (  CODE	SI SEPARATION DATA CODE  E 38. CAREER CAT CAR MEN- PRIN. 1500 I 48 FROM EXECUTED 1 759 2 - NO	TYPE TEGORY CODE FEDERAL TAI	11 O8 24  ION/CANCELLATION.DATA  WG DA 79  39. FEGI1/NEAL  CODE 0 WAIVER  1 YES  I DATA  NO TALLECUPIONS	IN INSURANCE  MEALTH INS CODE  46 STATE  FORM EXECUTED  1 - YES	33. SECURITY REQ NO.  40 SOCIAL SECUA  TAX DATA  CODE NO TAX 1  EXLMP	34 SEX
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MPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-504-PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1949. AS AMENCED, AND A-DOL DIRECTIVE DATED & COTOMER 1982.

EFFECTIVE DATE OF PAY AUJUSTMENTS 3 JULY 1986

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EFFECTIVE DATE OF PAY SEJUSTMENTS 19 OCTOBER 1965

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PAY CHANGE NOTIFICATION

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ACTION CODE	N. Employ (sede	21: OFFICE NUMERIC 64450 PP. SPECIAL REFERENCE	SP CODING ALPHAI  30. R 1 - 030. R 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030. N 1 - 030.	PACE E	BELOW F 12 STATE CODE 75013	OR EXCLUSIV	E USE OF TP  24. Mdgrs (ode)  1  ON 32 CORRECT  TYPE	TE OFFICE OF PE  21 DATE OF BERTH  20 DA  21 DA  21 DA  22 CHOM/CANCELLATION B	READ DATA	27 DATE OF LEI  RO DA -VR  33 SECURITY REQ RO.  34. SEX
ACTION CODE	N. Employ (ode 10 )	21: OFFICE NUMERIC 64450 PP. SPECIAL REFERENCE 34. SERV. COMP	SP CODING ALPHAI WH 30. R 1 - C30. R 2 - FICA. 8 - NONE VR	PACE E	SELOW-F 12 STATIC CODE 75013 NI DATA CODE 6. COMP. DJ DA. 1	OR EXCLUSIV OR EXCLUSIV OR 21. INTEGRET CODE  21. SEPARATIC SATA C.9:  22. BIL. SE 24. BIL. SE 25. BIL. SE 26. BIL. SE 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB 27. FEB	E USE OF THE 24. Hagrin Code  1 32 CORRECT TYPE  RV. CREDIT/LCO CODE  FEGERAL 1/1	TE OFFICE OF PE  25 DATE OF BIRTH  18 08 2  CHON/CANCELLATION E  30. 0A    39. FEGLE/1  CODE 0 WILVE  1 YES  AX DATA	RESONNEL  24 DATE OF GRADE  40 DA. TR  AND EDD DATA  SEALTH INSURANCE  R WEALTH US CODE  44. STA	27 DATE OF LET  MO DA YR  1 33 SECURITY NO.  40. SOCIAL SECURITY NO.
ACTION CODE	N. Employ (eds 10 )	21: OFFICE NUMERIC 64450 29. SPECIAL REFERENCE 34. SERV. COMP	SP CODING ALPHAI WH 30. R 1 - C30. R 2 - FICA. 8 - NONE VR	PACE E	SELOW F 22 STATIC CODE 75013 HT DATA CODE	OR EXCLUSIV OR STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDA	E USE OF THE 24. Hagrin Code  1 10H 32 CORRECT TYPE  RV. CREDIT/LCO CODE  FEGERAL 1/1	HE OFFICE OF PE  21 DATE OF BIRTH  11 O8 2  CHON/CANCELLATION E  30. 0A    31. FEGLE/1  CODE 0 WILVES	RESONNEL  24 DATE OF GRADE  (8 NO DA. TR  ATA  EDD DATA  FEATH INSURANCE  H HEALTH INS CODE  44. STA  55 FORM SEECUTED  1 185	27 DATE OF LEI  NO DA YR  33 SECURITY NO.  40. SOCIAL SECURITY NO.
ACTION CODE 7	PERENCE O HOPE NO HOPE NO HOE	21: OFFICE NUMERIC 64450  19. SPECIAL REFERENCE 36. SERV. COMP MO OA.	SP CODING  CODING  1 - C3C 8 - FICA 8 - NON CATE  VR	PACE E PRETIC ETRENE	SELOW-F 12 STATIC CODE 75013 NI DATA CODE 6. COMP. DJ DA. 1	OR EXCLUSIVE CORE 23. NIL SEPARATION ATE 23. NIL SE 2 NO CAL 43.	E USE OF THE 24. Hagrin Code  1 32 CORRECT TYPE  RV. CREDIT/LCO CODE  FEGERAL 1/1	TE OFFICE OF PE  25 DATE OF BIRTH  18 08 2  CHON/CANCELLATION E  30. 0A    39. FEGLE/1  CODE 0 WILVE  1 YES  AX DATA	RSONNEL  24 DATE OF STADE  (A) NO DA. FN  ATA  EOD DATA  FEATH INSURANCE  HEALTH INSURANCE  HEALTH INSURANCE  STA	27 DATE OF LET  MO DA VR  133 SECURITY 14. SEX  REQ NO. 140. SOCIAL SECURITY NO.  TE TAX DATA  COOR MO TAX STATE COOL
ACTION CODE	PERENCE O HOPE NO HOPE NO HOE	21: OFFICE NUMBERIC 64450 PP. SPECIAL REFERENCE 34. SERV. COMP NO OA. ERNMENT SERVICE N SERVICE N SERVICE (LES	SP CODING  CODING  1 - C3C 8 - FICA 8 - NON CATE  VR	PACE E PRETIC ETRENE	SELOW F 12 STATE CODE 75013 NT DATA CODE 6. COMP. DI DA. 1	OR EXCLUSIV OR STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDARD STANDA	E USE OF TE  24. Hdgrn (ode  1  27. CREET  TYPE  EV. CREDIT/LCO  CODE  FEDERAL 1/1100  CODE	TE OFFICE OF PER 25 DATE OF BERTH 18 08 2 CHICH/CANCELLATION B 10 DA 1 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE O	RESONNEL  24 DATE OF GRADE  (8 NO DA. TR  ATA  EDD DATA  FEATH INSURANCE  H HEALTH INS CODE  44. STA  55 FORM SEECUTED  1 185	27 DATE OF LET  MO DA VR  133 SECURITY 14. SEX  REQ NO.  40. SOCIAL SECURITY NO.
ACTION CODE	PERENCE O HOPE NO HOPE NO HOE	21: OFFICE NUMBERIC 64450 PP. SPECIAL REFERENCE 34. SERV. COMP NO OA. ERNMENT SERVICE N SERVICE N SERVICE (LES	SP CODING  CODING  1 - C3C 8 - PICA 8 - NOON CATE  VR	PACE E PRETIC ETRENE	SELOW F 12 STATE CODE 75013 NT DATA CODE 6. COMP. DI DA. 1	OR EXCLUSIV  OR EXCLUSIV  21. INTEGRET  CODE  21. SEPARATIC  SATA C.9:  1. TES  2. NO  CAI. 43.  FORWERECU  1. TES  2. NO	E USE OF TE  24. Hdgrn (ode  1  27. CREET  TYPE  EV. CREDIT/LCO  CODE  FEDERAL 1/1100  CODE	TE OFFICE OF PER 25 DATE OF BERTH 18 08 2 CHICH/CANCELLATION B 10 DA 1 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE OF 10 DATE O	RESONNEL  24 DATE OF GRADE  (8 NO DA. TR  ATA  EDD DATA  FEATH INSURANCE  H HEALTH INS CODE  44. STA  55 FORM SEECUTED  1 185	27 DATE OF LET  MO DA VR  133 SECURITY 14. SEX  REQ NO.  40. SOCIAL SECURITY NO.
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8. Remarks and Authentication

NO EXCESS LWOP

IN PAY STATUS AT END OF WAITING PERIOD

IN ACCORDANCE WITH THE PROVISIONS OF P. L. 86-565 AND DCI MEMO DATED

1 AUGUST 1956. SALARY IS ADJUSTED AS FOLLOWS EFFECTIVE 10 JULY 1960.

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EMMETT D. ECHOLS

DIRECTOR OF PERSONNEL

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SECTION C PERFORMANCE EVALUATION	
U-Unsafefoctory Performance is unacceptable. A rating in the curricy requires immediate and powers removal action, the nature could range from sounseling, to further training, to placing on probation, to remain ment or to separation. Describe on processed in Section D.	action taken
M-Maryinal Performance is deficient in some aspects. The reasons for assigning this eating should be stated in Section; D and, rer	redial actions
P-Proficient Performance is satisfactory. Desired results one being produced in the manner expected.	
5-Strong Performance is characterised by exceptional proficiency.  O-Outstanding Performance is to exceptional in relation to recommends of the work and in communical to the performance of others.	dalam shahlas
work to to warrant special recognition.	GAILS BILLIAN
SPECIFIC DUTIES	et in
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which performs EACH specific duty. Corainer CNLY effectiveness in performance of that duty. All employees with supermany responsibilities MUST be near ability to supervise (undered sumble) of employees supervised).	
SPECIAL LUIS NO. V (2012: LOID IS THE CLOSEST QUALIFICATION CODE TO DESCRIBE THE WOR	K RATING
OF A WATCH OFFICER) - Prepares TD disseminations from DDO intel cables and re-	LETTER
leases them to the U.S. Intel Community expediting their delivery by advance	S
electrical transmission when appropriate. Also disseminates certain DIV/D cable	s.
BPECIFIC DÚTY NO. B	RATING
Reviews intel cables for adherence to established reporting procedures and	
operational security; when necessary deletes objectionable data from the	s
SUPPATA and/or sutmentication statements.	
After hours grants or denies clearances (in consultation with the responsible	PATING
area division) for use of DDO information in finished intel publications.	S
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PECIFIC DUTY NO. 4	RATING
Keeps current on the general and special requirements of both internal and ex-	FELLEW,
ternal Agency customers particularly when the information involves the security	S
and protection of U.S. and foreign dignituries, hijacking, etc.	
Pecific purv No. 8 Malatains good working relations not only with DNO area divisions	RATING LETTER
and staffs but with Signal Center, Cable Secretariat at all levels to expedite	S
the dissemination of significant reports; works closely with DDO Duty Officers	,
and SDOs to keep one another alert to significant events.	
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takén or reformended should be déscribed.	
-Proficient Performance is satisfactary. Desired results and being produced in the manner expected.  -Strong Performance is characterized by exceptional proficiency.	
Description of the work and in comparison to the performance of others doing work as to warrant special recognition.	ng umilar
SPECIFIC DUTIES	
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OVERALL PERFORMANCE IN CURRENT POSITION	
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implayed a everall performance during the nating period, place the letter in the rating box corresponding to the statement which most accounty reflects his level of performance.	S

# CLASSIFICATION ! NARRATIVE COMMENTS Indicate Canificars strengths or weaknesses demonstrated in current position Leep suggestions made fau improvement of work performance. Give recommendation everent position. Amplity or explain eatings given la Section C to provide best basis far determining fluture person managerial of supervisory diffice and cost conficialises in the life of personnell, tabece, equipment, and funds; must be com-There has been no change in Mr. Hicks performance from the last reporting period. It is still characterized by exceptional proficiency. He continues to display initiative resourcefulness and good judgment in the performance of the duties assigned to an IW Mr. Hicks has been with the Intelligence Watch since June 1967. A medical hold has precluded any further overseas assignments and for this reason his tour in IW has been extended until he reaches age 50 (November 1974) at which time he plans to retire under the Agency retirement system. Throughout this period he has continuously applied himsel with diligence and enthusiasm. Even after some protracted sick leave periods he has returned ready to step in and pick up where he left off which is the best proof of his mastery of details and the mechanics of dissemination, as well as his ability to adjust to the stresses and strains resulting from this type of assignment. Since the inception of his IW assignment he has borne the same responsibilities and carried the same burdens as his colleagues in the GS-14 category and continues to perform at this level. For this sustained high-level of performance in 1972 he received a quality step increase in recognition and as proof of the high esteem in which he is held by his superiors. Mr. Hicks' resourcefulness and ability to apply the myriad of reporting skills and techniques has been clearly demonstrated in crisis situations such as the recent Chilean political upheaval and the current Near Eastern crisis. The presence of IN officers such as Mr. Hicks enables the DDO to effect electrical dissemination of the high precedence traffic to the Intelligence Community in a matter of minutes on a 24hour a day basis of perfect of being day basis and supervisory responsibilities he gives all indications CERTIFICATION AND COMMENTS BY EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A, B, C AND D OF THIS REPORT BIGNATURE OF EMPLOYEE 23 October 1973 BY SUPERVISOR MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION P THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION OFFICIAL TITLE OF SUPERVISOR TEPED OR PRINTED NAME AND SIGNATURE C/OPS/INT/IW. Procaccino 23 October 1973 BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL I have observed Mr. Hicks' performance in various capacities over the years and concur with Mr. Procaccino's rating. His contribution to the Intelligence Watch has, I know, been substantial.

CLASSIFICATION

TYPED OR PRINTED NAME AND

Eloise R. Page

OFFICIAL TITLE OF REVIEWING OFFICIAL

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DATE

13 November 1973

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U-Unsahsfectory Performance is unacceptable. A resing in this category requires immediate and positive remedial action. The nature of the could range from counseling, to further training, to placing on probation, to reassignment as to separation. Describe action or proposed in Section C.								the oction tion token							
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SECTION C	HARRATIVE COMMENTS
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•	BY REVIEWING OFFICIAL (/ JOSEPH A. PROCACCINO
OMMENTS OF REVIEWING OFFICIA	
contact with h	am physically separated from this officer and not in daily him or his work, all secondary evidences are that this is the but generally accurate evaluation.
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C/FI/INT

12 Jan 1971

Thomas F. Thiele

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	taken of recommended	should be de	scribed.	1			an action Cu	nu remsu	. ecuons
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S-Strong	Performance is charac	ferized by exc	eptional proficies	ney.		· . ,			. 1
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# NARRATOS COMMENTS traces significant strengths or madinosses demanstrated it advest pasition hopping in proper perspective their relation this to everal performánce. Staté suger muns made hir improvemen en foreign lunguage competênco, in réquirêd hir current ochin mei a artatinance. Give recommen lation's for training. Comme Analyty or explain ratings given in Section B to provide bess Sees he defermining luture personnel adrian. Munner of personner et imminimental or supervisors duties and cost consciousnes. 1. The use of personnel, space, equipment and lynds, must be sometiment applicable. He extra space is needed to complete Section C article a separate when of paper. NR. HICKS! PERFORMANCE DURING THE 35 MENTHS UNDER MY SUPERVISION HAS CONTINUED AT THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO THE SAME HIS CAST TO T AND ATTENTION TO THE MULTITUDE OF DETAILS ENTILED IN THE PROCESSING OF INTEL CABLES. HE NISAS WELL UNDER PRESSURE AND IS CONSELL AND TACTFUL IN DEALING WITH DIVISIONAL PERSONNEL . . HIS TOUR IN IN WILL BE EXTENDED FOR ANICHER TWO YEARS. HIS CONTINUED PRESENCE IN IM WILL BE OF IMESTERABLE VALUE TO NEW DESIGERS WHO WILL BE JOINING THE INTELLI-GENCE WATCH AS OTHERS ARE REASSIGNED OR RETURE. I STRONGLY RECOMEND THAT HE BE RECOMED FOR PROMOTION TO GS-14. THERE IS NO CUESTION THAT HE HAS BEEN PERFORMING AT THES LEVEL FOR A CONSIDERABLE PERIOD OF TINE. There has been frequent consultation with Mr. Hicks concerning his performance of his duties. He has no supervisory duties and is cost-conscious. CERTIFICATION AND COMMENTS BY ENFLOYEE ECERTIFY THAT I HAVE SEEN SECTIONS À, B, AND C-OF THIS REPORT JANUARY 1970 WONT WE EMPLOYEE HAS BEEN LATER MY SUPERVISION BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION 32 MO. OFFICIAL TITEE OF SUPERINGE ED OR PRINTED NAME AND SIGNATURE CHIEF/INTELLISENCE WATCH BY REVIEWING OFFICIAL JANUARY 1970 I do not know Mr. Hicks well having been assigned to the FI staff only a relatively short period of time, plus the fact that direct contacts with officers of the Intelligence watch are not always frequent owing to their schedules. I would concur however in the rating end mercative comments above in view of my bouledge of the smervisors.

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TYPED OR PRINTED NAME AND SIGNATURE

OFFICIAL TITLE OF REVEWING OFFICIAL

Deputy Chief, FI TW

20 January 1070

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Indicate significant strengths or meannessed demanstrated in current position heaping in proper perspective their relationship to avierally performance. State suggestions made for improvement of work performance, Give recommendations for training. Comment on foreign language competence, it required for current position. Agift or explain ratings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties and control of the use of personnel, space, equirment and funds, must be commented on, if applicable. If extra space is needed to complete Section C, attach a separate these of paper.

MR. HICKS HAS BEEN A WATCH OFFICER IN IN FOR MURE THANSTON TOURS AND IS A DEPENDABLE AND THOROUGHLY RELIABLE MEMBER OF THE TEAM. HE HAS A FINE OPERATIONAL BACKGROUND AND A KEEN SENSE OF SECURITY. HIS JUDGMENT IS VERY SOUND AND HE FAR EXCEED THE DEMANDS OF HIS POSITION IN THE EXTENT OF HIS COORDINATION WITH THE AREA DIVISIONS ON MATTERS WHERE HE FEELS THAT DIVISION JUDGMENT SHOULD BE BROUGHT TO BEAR ON AN INTELL CABLE. HE IS NETICULOUSLY CORRECT IN HIS APPROACH TO HIS DUTIES AND KNOWS HOW TO BALANCE CUSTOMER NEED FOR ENLIGHTENMENT ON SOURCES TO THE AGENCY'S REQUIREMENTS FOR SOURCE PROTECTION. HE STANDS UP WELL UNDER PRESSURE, IS COOPERATIVE AND CONGENIAL. HE HAS BEEN RECOMMENDED FOR PROMOTION TO GS-14 THREE TIMES DURING HIS TOUR IN IN AND IT IS REGRETTABLE THAT IT HAS NOT BEEN POSSIBLE TO PROMOTE HIM. HIS PERFORMANCE IS SIMILAR TO THAT OF HIS COLLEAGUES WHO ARE IN GRADE GS-14. NEITHER COST CONSCIOUSNESS NOR SUPERVISION IS A FACTOR IN HIS PERFORMANCE.

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SECTION C

## NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Manings of performance of managerial or supervisory duties and cast consciousness in the use of personnel, space sequipment and lynds, must be commented on it applicable. If extra space is needed to complete section. C. attach a separate sheet of paper. MR; HICKS CONTINCES TO TURN IN AN EXCELLENT ALL AROUND PERFORMANCE. HE EXERCISES A VERY HIGH DEGREE OF PROFESSIONAL JUDGMENT IN CARRYING OUT HIS DUTIES. HE IS ALERT, CONSCIENTIOUS, STRONG-WILLED AND STRAIGHTFORWARD BUT VERY PLEASANT I: DEALING WITH PEOPLE OF ALL LEVELS.

BECAUSE OF HIS CONSTANT AVARENESS THAT CS REPORTS MAY FALL IN UNAUTHORIZED HANDS, MR. HICKS HAS BEEN MOST EFFECTIVE IN MAINTAINING SECURITY DISCIPLINE IN THE REVIEW OF THE INTEL CABLES, PARTICULARLY THE AUTHENTICATION STATEMENTS TO INSURE THAT ANY DATA WHICH MAY PRESENT A SECURITY HAZARD TO THE SOURCE, IS OMITTED FROM THE DISSEMINATION OF THE INFORMATION.

MR. HICKS HAS BEEN WITH THE INTELLIGENCE WATCH SINCE JUNE 1967. HIS OVERALL PERFORMANCE HAS BEEN CONSISTENTLY CHARACTERIZED BY EXCEPTIONAL PROFICIENCY. HE HAS FOR SEVERAL YEARS BEEN PERFORMING DUTIES COMMENSURATE WITH A GRADE HIGHER THAN HIS PRESENT ONE. A CONCERTED EFFORT SHOULD BE MADE TO PROMOTE HIM TO A GS-14. HE HAS BEEN PUT IN FOR PROMOTION AS AN INTELLIGENCE WATCH OFFICER SINCE 1968.

WITH THE RETIREMENT AND REASSIGNMENT OF SEVERAL IW OFFICERS, BY NEXT YEAR, HE WILL BE THE IW OFFICER WITH THE MOST CONTINUITY ON THE JOB. THIS WILL BE A GREAT ASSET TO IW AND IN PARTICULAR TO THE NEWER OFFICERS WHO WILL PROFIT FROM HIS EXPERIENCE.

ATTACHED TO THIS FITNESS REPORT IS A RECENTLY PREPARED POSITION DESCRIPTION OF AN IW OFFICER WHICH CHARACTERIZES MR. HICKS IN EVERY RESPECT. THIS DESCRIPTION SHOULD HELP TO BETTER APPRECIATE THE IMPORTANCE THAT THE DDP ATTACHES TO THE FUNCTION AND RESPONSIBILITIES OF IW OFFICERS AS WELL AS THE SCOPE AND COMPLEXITY OF THE WORK.

IT IS NOT EASY TO FIND SUITABLE OFFICERS TO SERVE IN IW. IT CALLS FOR INDIVIDUALS WHO ARE HIGHLY MOTIVATED, WITH MATURITY OF JUDGMENT, TEMPERAMENT, MANNER AND BEARING TO WITHSTAND THE RIGORS OF SHIFT WORK, AND ABOVE ALL TO MAINTAIN CORDIAL RELATIONS SECTION D. CERTIFICATION AND COMMENTS. SEE ATTACHED PAGE

SECTION D

CERTIFICATION AND COMMENTS SEE ATTACHED PAGE

BY EMPLOYEE

I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT

DATE

ACTION W. HICKS

BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN
UNDER MY SUPERVISION

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

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DATE

28 OCTOBER 1971

C/FI/INT/IW

OSEPH A, PROCACCINO

BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL

I fully endorse the ratings and the narrative. We shall continue to try to promote Mr. Hicks in recognition of his ability and of his service.

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C/F//By

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CALVIN HICKS, SECTION C CONTINUED

WITH PEOPLE AT ALL LEVELS IN EXPEDITING THE DISSEMINATION OF INTEL CABLES ON A 24-HOUR BASIS.

THE ASSIGNMENT CARRIES NO SUPERVISORY RESPONSIBILITIES AND DOES NOT REQUIRE ANY SIGNIFICANT DEMONSTRATION OF COST CONSCIOUSNESS.

THERE HAVE BEEN FREQUENT CONSULTATIONS WITH MR. HICKS CONCERNING THE PERFORMANCE OF HIS DUTIES.

CHIEF/INTELLIGENCE WATCH

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SECTION B PERFORMANCE	E EVALUATION	OCTOBER 1900	
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P - Proficient Performance is more than sailsfactory. Desired	d results are being produced in a p	oficient manner.	
S'- Strong Performance is characterized by exceptional pr			,
O - <u>Outstanding</u> Parformance is so exceptional in relation to re- other's doing similar work as to warrant special		arison to the perform	ence of
	IC DUTIES		
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	A		RATING LETTER
ake into account everything about the employee which influences ermance of specific duties, productivity, conduct on job, cooper			
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lace the letter in the rating box corresponding to the statement wh	ien most accurately fellects his le	es or pertormance.	
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# NARRATIVE COMMENTS

Indicate significant strengths or weatherses demonstrated in current position heeping in proper perspective their relationship to overall performance. State neggestions made for improvement of most performance. Give economic dottons for training. Comment on foreign language competence, if required for current position. Amplify or explain rottings given in Section B to provide best basis for determining future personnel action. Manner of performance of monagerial or experiency duries and cost consciousness in the use of personnel acque, equipment and tunds, must be commented on it applicable. Section C, attach a separate sheet of paper.

Nate: 7. 4. 6.011.70

Nov 7 1 41 PH 68

MR. HICKS HAS COMPLETED HIS APPRENTICESHIP AND ADVANCED BY GRADUAL STAGES FROM: ADEQUATE TO PROFICIENT TO THE POINT WHERE HIS OVERALL MARGONIANCE HUST BE DESCRIBED. AS STRONGE HE BRINGS TO HIS WORK A FINE OPERATIONAL AND PARAMILITARY BACKGROUND AND HE HAS ADJUSTED QUICALY AND EFFECTIVELY FROM THE OUTDOOR ACTIVE LIFE TO THE DIF-DISSEMMATIONS WHICH OFTEN INVOLVE THO OF MORE AREA DIVISIONS. HE IS ALERT TO OPE-RATIONAL DETAILS WHICH OCCASIONALLY SLIP, INTO THE INTELLIGENCE PORTIONS OF CABLED TRAFFIC. MR. HICKS IS A REAL PROFESSIONAL IN THE BEST, SENSE OF THE MOND. HE IS CAREFUL, THOROUGH, AND VERY PERSISTENT !! HAKING CERTAIN THAT INTELLIGENCE IS HANDLED CORRECTLY. HE IS COURTEOUS AND PATIENT IN DEALING WITH PEOPLE. HE STANDS UP WELL UNDER PRESSURE AND IS COMPLETELY DEPENDABLE.

NEITHER COST CONSCIOUSNESS NOR SUPERVISORY RESPONSIBILITIES IS INVOLVED IN MR. HICKS PRESENT POSITION.

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FOR THE	PERIOD 5 JUNE THROUGH	12 NOVEMB	ER 1967.
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### SECTION C NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to everall performance. State suggestions made for improvement of were performance. Nive recommendations for training. Comment on recipi Language competence, if required for current posities, amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Manner of performance of manager of or supervisory durings and cost consciousness in the use of personnel space; a quipment and funds, must be commented on, in ordings. If carra space is needed to complete

In the use of personnel, spore, equipment and funds, must be commented on the rise to the relief of an and cost consciousness.

Section C. ottach a separate sheet of paper.

No. HICKS TENURE IN IN HAS BEEN TOD STATE 2-15-41 A REAL EVALUATION OF HIS PERSONANCE! NORMALLY, AN EXPERIENCED OFFICER REQUIRES THREE MONTHS ON THE JOB TRAINING PLUS ABOUT THE SAME AMOUNT OF TIME ON SHIFT BEFORE HE IS READY TO COPE, WITHOUT STRONG SUPPORT OR SUPERVISION, WITH ALL THE PROSESMS GRANGETTO WITH THIS ASSIGNMENT. MR. HICKS JOINED THE UNIT ON 5 JUNE, COMPLETED A SHORTENED OUT PERIOD AND HAS BEEN ON SHIFT ONLY SINCE LATE SUMMER. HE HAS APPLIED HINSELF WITH DILIGENCE TO LEARNING THE PRINCIPLES AND TECHNIQUES OF TO DISSEMINATIONS FROM CABLED FIELD INFORMATION REPORTS. ALTHOUGH EXPERIENCED OPERATIONALLY, HE HAS QUITE NATURALLY LACKED THE DETAILED KNOWLEDGE THAT THIS JOB REQUIRES. HE HAS MADE VERY GRATIFYING PROGRESS, BUT HE STILL MUST MASTER KNOWLEDGE IN DEPTH PECULIAR TO THE IW FUNCTION; WHILE I HAVE NO DOUBTS THAT HE CAN HANDLE ROUTINE DISSEMINATION MATTERS WITHOUT MUCH DIFFICULTY, AND SOME "PROBLEM" DIS-SEMINATION CASES, HE HAS YET TO MEET A REAL CRISIS SITUATION WHEN HE IS ON DUTY BY HIM-SELF. I THINK HE HAS MOVED FROM ADEQUACY OF PERFORMANCE TO PROFICIENCY -- IT BEING VERY DIFFICULT TO DRAW A LINE BETWEEN THE TWO--AND HE IS LARGELY BEYOND THE POINT WHERE HE NEEDS CLOSE SUPERVISION. HE WILL PROBABLY BE A STRONG OFFICER GIVEN TIME. HE HAS ADAPTED WELL TO THE PRESSURES OF THIS ASSIGNMENT AND APPEARS TO HAVE THE PHYSICAL AND HENTAL STAMING TO WITHSTAND ITS RIGORS. HE IS EXTREMELY CONSCIENTIOUS AND VERY ACCON-MODATING IN ACCEPTING SCHEDULE CHANGES RECESSITATED BY THE ILLNESS OR ABSENCE OF HIS FELLOW OFFICERS. HE GETS ACONG WELL WITH CABLE SECRETARIAT PERSONNEL, WITH WHOM IW MUST WORK VERY CLOSELY, BECAUSE OF AN OUTCOING AND FRIENDLY PERSONALITY. HE RESPONDS WELL TO DIRECTION. I AM SURE THAT HIS COOPERATIVE ATTITUDE HAS CONTRIBUTED TO THE SMOOTH OPERATION OF THE OFFICE. THIS ASSIGNMENT CARRIES NO SUPERVISORY RESPONSIBILITIE AND DOES NOT REQUIRE ANY SIGNIFICANT DEMONSTRATION OF COST CONSCIOUSNESS.

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SECTION D	CERTIFICATION AND	COMMENTS	

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# CONFIDENTIAL (When filled in)

## TRAINING RÉPORT

(3-69)

MANAGERIAL GRID SEMINAR (50 hours).

DATES: 2-7 February 1969

Student

Calvin W. Hicks

Cffice

PI

Year of Birth: 1924

Service Designation:

, n.

Grade

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No. of Students

43

ECD Date :

July 1958

# COURSE OBJECTIVES AND METHOD

Course objectives are to aid participants to: 'learn the managerial theories contained in the Grid; understand their personal managerial styles in Grid terms; evaluate convictions about managerial values; develop team action skills; increase candidness of communication; strengthen the use of critique for problem-solving and learning; and acquire an appreciation of Organization Cuature and Development.

The method of learning offers a challenge to all participants regardless of level or experience. A Grid Seminar is not "taught" in the usual sense. In Grid teams, participants solve complex management problems. Objective solutions are made available. Individual and team performance is repeatedly assessed. Various measuring instruments are used to evaluate effectiveness.

Critique sessions assist each participant to understand how he might change his own behavior to increase his problem-solving effectiveness. Thus managers are not told the best way to manage, but they learn by convincing themselves.

About twenty to thirty hours of study are completed as prework. Insights gained are deepened and personalized during the intensive 50-hour Seminar.

# ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate student achievement in this course.

FOR THE DIRECTOR OF TRAINING:

Jan Jan

Chief Instructor

Late

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(When filled in)

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SECTION C	NARRATIVE COMMENTS
overall performance. State sugge on foreign language competence, basis for determining future person in the use of personnel space, e Section C, altoch a separate she	
15 January 1967	ort covers the period from 10 August 1960 to 7  during which time Mr. Hicks worked of the ort is being submitted because of reassignment of
the rating offi	
Although Mr	. Hicks is an experienced officer with strong and abilities, it should be noted that some aspects
of his present experience has adapted well an	job were a new experience for him, since his past been entirely in the PM field. However, Mr. Hicks d quickly to the new environment, showed a great
deal of initiat with the work.	ive and resourcefulness in familiarizing himself and by bringing sound operational and administrative
experience to be	ear, carried out his duties in a thoroughly competent onstrated uncommon ability to organize his work,
anticipate prob	lems or requirements, and take effective action
	calings with his associates he exercised a good assiveness and friendliness which paid dividends
in terms of get	ting a job done. He can be relied on absolutely given task promptly and well.
I would welc work with me ngo	come any occasion which permitted Mr. Hicks to
SECTION D	CERTIFICATION AND COMMENTS
1.	BY ENPLOYEE
	ERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT
19 Jan 1967	Calvin W. Hicks
2.	BY SUPERVISOR
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION
# 5	
DATE	OFFICIAL TITLE OF SUPERVISOR TYPES OF PRINTER NAME AND SIGNATURE
17 Jan. 67	Chief, WH/3/C
OMMENTS OF REVIEWING OFFICIAL	BY REVIEWING OFFICIAL
Mr. Hicks	is a mature and thoughtful individual who made
was originally	m PM to FI activities at his own volition. He scheduled for a field assignment to a WH Station
	1966, but for medical reasons will probably be dquarters for some time. While this restriction
may limit his	ability to get that feel for FI field operations
	arters desk officer should have, he has previous ce in a PM capacity to compensate for this.
ATE	OFFICIAL TITLE OF REVIEWING OFFICIAL
24 January 1967	Deputy Chief, WH/3

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ressions and to apply them to new sit us situations; (5) ability to write a Methods used in all courses stress t a later stage, on varied reading ma- ording on tapes in the Language Lab in	oral drills and fre terials. Written an	e commensurate with ee conversation bas d oral tests are g	ability to speak	morized material and,
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6- OFFICIAL POSITION TITLE	41		ASSIGNMENT	. CURRENT STATICE	
Ops Officer	D	DP/AH/C	* * * * * * * * * * * * * * * * * * * *	Mash., D.C	• , 5
9. CHECK (X) TYPE OF APPOINTMENT	10. C	MECA (A) TYPE	OF REPORT		٠
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CAREER-PROVISIONAL (See Instructions - Section C)	. X	ACHUAL	-1	NEASSIGNMEN!	TEMPLOYER
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11. DATE REPORT DUE IN O.P.	1	PORTING PER			ince
31 January 1966			1905 -	31 December	1903
SECTION B PERFORMANC	-				
W - <u>Weak</u> Performance ranges from wholly inadequate to positive remedial action. The nature of the act probation, to rangely ment or to separation. C	tion cou	id range from :	counseling,	to further training, to	placing on
A - Adequate Performance meets all requirements. It is entitiexcellence.	rely sat	isfactory and	ls characteri	zed neither by defici	ency nor
P - Proficient - Performance is more than satisfactory. Desired			oducêd în a.;	proficient manner.	
S - Strong Performance is characterized by exceptional pr			•	•	. '
O - Outstanding Performance is so exceptional in elation to re- others doing similar work as to warrant special	recogn	lion.	c and in com	parisan to the perform	nance of
SPECIF	IC DU	TIES			
List up to six of the most important specific duties performed duri manner in which employee performs EACH specific duty. Conside with supervisory responsibilities MUST be rated on their ability to	M ONLY	affectiveness	in performo	nce of that duty. All	
SPECIFIC DUTY NO. 1	10		, ,		RATING
Chief of Paramilitary Section in the of WH/Cuba and senior Headquarters	ie Mi Case	ami Oper	ations on all	Branch PM opera-	S
tions conducted by the Miami Statio	n.	0111001		· · · · · · · · · · · · · · · · · · ·	
SPECIFIC DUTY NO. 2	£3	<del></del>			RATING
Reviews all PM and Maritime operati	onal	plans s	ubmitte	ed for	LETTER
approval by the Miami Station and r or disapproval.	ecom	mends ap	proval	, changes	S
SPECIFIC DUTY NO. 8					RATING
Prepares Agency papers requesting S	peci	al Group	(303 (	Committee)	LETTER
approval of PM operations.		,-		,	P
PECIFIC DUTY NO. 4					RATING LETTER
Briefs senior officials on status o operations with respect to Cuba.	1 PM	prans,	capabii	attes and	'p
PECIFIC DUTY NO. 5			The strength of strength of		RATING
Participates in technical planning	by v	arious A	gency g	roups to	
provide technical guidance to Miami	Sta	tion,		4.3	S
PECIFIC OUTY NO. 6			. 7	100	RATING
Works closely with Paramilitary and	Mar	itime Br	anches	of Miami	LETTER
Station on all problems regarding th	he P	effort	direct	ed against	р
CUDA. OVERALL PERFORMANCI	EINC	URRENT PO	SITION		
	-	* .			RATINO
ake into account everything about the employee which influences ormance of specific duties, productivity, conduct on 100, cooper erricular limitations or talents. Based on your knowledge of emp lace the letter in the rating box corresponding to the statement wh	rativone loyee's	ss, pertinent overall perfo	personal tra	its or habits, and no the rating period,	LETTER
3 FEB 1966					
284 45 OBSCRETE PREVIOUS EDITIONS. SECR	ET	Contract			

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SECTION C :	NAPPATIVE COMMEN	
overall performance. State súgge on foreign language competence,	strons made for improvement of work perform if required for current posts on. Amplify or a	Nationing in proper perspective their relationship to ance. Give recommendations for training. Commany explain ratings given in Section B to provide best gertal or supervisory duties must be described, if
NOTE: Subject spotherough 21 December	ent full time on Spanish er 1965.	language training from 1 Sept
preceding fitness	report does not reflect	between this report and the in any way on Subject's per- rating scale used by the
the Headquarters F He strives hard to superiors. He is functions; strong- straightforward bu Government officia	Paramilitary Section supp do a good job and is mo aggressive and conscient willed and persistent in it pleasant in dealing wi its; determined in resist	ious in carrying out his seeking to achieve his goals
Hé is well-in a particular gift tions, and bringin	formed and competent in for forreting out technic of them to bear on operational and	paramilitary operations with cal improvements and innova- ions. Finally, Subject adapts d policy changes affecting (see Continuation Sheet)
SECTION D	CERTIFICATION AND COM	IENTS
1.	21 EMPLOYEE	
. 1 CI	ERTIFY THAT I HAVE SEEN SECTIONS A, B, A	ND C OF THIS REPORT
DATE 70 11	SIGNATURE OF EMPLOYEE	,
20 Jan 1764	Cooking he plat	· · · · · · · · · · · · · · · · · · ·
2.	BY SUPERVISOR	
MONTHS EMPLOYES. HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	EMPLOYEE, GIVE EXPLANATION
12		
DATE .	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
28 January 1966	C/WH/C/MO.	Walter Canter
	BY.REVIEWING OFFICIAL	
Through a pl	ficer is serious, hard we easant personality he cor rs. Mr. Hicks is an unus t officer, and is especia	nmands the respect of
	•	
. ,		
ATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OF PRINTED NAME AUDISIGNATURE
28 January 1966	ADC/WH/C	John T. Flyng

Continuation Sheet

FITNESS REPORT

HICKS, Calvin

Section C (continued)

Subject has no significant weaknesses although there is still some room for improvement in making concise oral and written presentations. On every occasion, Subject has proven to be sound and wise in considering costs.

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FITNESS REPORT		056361			
SECTION A GE	NERAL				
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HICKS, Calvin W.	8 Nov 24	M 13	D		
o. OFFICIAL POSITION TITLE Ops Officer CH	DDP/SAS	1	D.C.		
9. CHECH IN TYPE OF APPOINTMENT	10. CHECK (X) TYPE (	P REPORT	1. 1.		
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CAREER-PROVISIONAL (See instructions - Section C)	X ANNUAL		LHT EMPLOYE		
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31 January 1965 SECTION B PERFORMANC	E EVALUATION	64 - 31 Decembe	T. O.8		
W. Weak Performance ranges from whally inadequate to s		Lantinu A anti- la this an			
positive remedial action. The nature of the action probation, to reassignment of to separation. D. A - Adequate Performance means all requirements. It is entirexcellence.	escribe action taken or oly satisfactory and is	proposed in Section C. characterized neither by de	ficiency nor		
P - Proficient Performance is more than satisfactory. Desired S - Strong Performance is characterized by exceptional pro-	• .	ocea in a proficient manner	•		
O · Outstanding Performance is so exceptional in relation to req		and in comparison to the per	formance of		
others duing similar work as to warrant special			,		
SPECIFI	C DUTIES	1			
record on their oblitty to Peramilitary Section in (WH/SA) and is the senior Headquarte operations conducted by the Miami St.	the Miami Opers Case Office	rations Branch	RATING		
PECIFIC DUTY NO. 2 Reviews all PM and Maritime operation	nal plans sub	mitted for	RATING		
approval by the Miami Station and re- or disapproval.	commends appr	oval, changes	s		
PECIFIC DUTY NO. 3 Prepares Agency papers requesting Spe of PM operations.	ecial Group (	303) approval	RATING		
,	•		S		
PECIFIC DUTY NO.4 Briefs senior officials on status of	PM plans, ca	pabilities and	RATING		
operations with respect to Cuba.					
Participates in technical planning by various Agency groups to provide technical guidance to Miami Station.					
		- 38 38			
Vorks closely with Paramilitary and h	laritime Bran	ches of Miami	RATING LETTER		
Station on all problems regarding the Cuba.	PM effort d	irected against	s		
OVERALL PERFORMANCE	IN CURRENT POSI	TION .	J.		
ake into occaunt everything about the employee which influences is rmance of specific duties, productivity, conduct on job, cooper rticular limitations or talents. Based on your knowledge of emp ace the letter in the rating box carresponding to the statement whi	nis elfectiveness in his otiveness, pertinent pi loyee's overall perform	current position such as personal traits or habits, an	d S		
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EN 10 PECO			THE PERSON NAMED OF THE OWNER, WHEN		

SECTION C.	HARRASITE COMMENTS
Indicate significant strengths or w overall performance. State sugges on foreign language competence, i basis for determining future person applicable.	eshinesses demonstrated in current position keeping in proper perspective their relationship to trons misse for improvement of mark performance. Comment is required for current position. Amplify of explain raining their reflection of approvide best market for current position. Amplify of explain raining their reflection of approvide best market out to the performance of managerial or supervises and action.
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	MAIE HOOK
Mr. Hicks'	primary responsibility has been to provide Head-
quarters support	and guidance for the PM activities directed by the
	inst the Cuban target. Ur. Hicks has shown a high
dami Station age	the cuoun target, ar, nicks has shown a high
degree or profess	sional judgment in carrying out his duties, and his
Judgment is respe	cted by senior officials who are required to submit
the PM programs i	for high-level approval. During operational phases
of the PM program	s, Mr. Hicks is frequently required to be on call
to act on emergen	cy situations on a 24-hour basis. He has accepted
this responsibili	ty willingly. He has consistently taken the initia-
this tesponsibili	ting technical developments which might provide
	Station in the conduct of PM operations. He now
supervisespr	ofessional and clerical employees in his Section
and runs his unit	smoothly with no discernible friction. He does a
good job of brief	ing and indoctrinating junior officers. While his
experience has be	en predominantly in the PM field, he has acquired
FI experience in	the last two years because of the unique nature of
' Cuban DV (PT) and	rations. In his consideration of budgetary matters,
ne has demonstrat	ed an understanding of the need to curtail expenses,
	I would be glad to have Mr. Hicks work with me at
any future time.	
1.0	
SECTION D	CERTIFICATION AND COMMENTS
1	BY EMPLOYEE
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DAYE	RYIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT ISIGNATURE OF EMPLOYEE
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2.	BY SUPERVISOR
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DATE	OFFICIAL TITLE OF SUPERVISOR TYPEO OR PRINTED HAME AND SIGNATURE
	Chief, WH/SA,
1-16-65	Miami Operations Branch John S. Tilton
3.	BY REVIEWING OFFICIAL
COMMENTS OF REVIEWING OFFICIAL	
-	
Conque Tho	igh I have reservations as to characterizing this
Concur, Ind.	19 1 family reservations as to characterizing this
	g, (in point of intrinsic ability when compared
to others who are	clearly strong performers) such reservations are
vague and impressi	ionistic and not related to the actual performance
	ch this report is addressed.
1 4	· And I was a second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the second of the se
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15 February 1965.	Under Deputy Chief, WH(SA)
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SECTION A	GENERA					* .
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SPECIFIC DUTY NO. 1						RATING
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OVERALL PERF	ORMANCE IN C	URRENT POS	TION			
ake into account everything about the employee which it ormance of specific duties, productivity, conduct on artifular limitations or talents. Based on your knowled lace the letter in the rating box corresponding to the sta	job, cooperativen ige of employee	ess, pertinent p s overall perfor	ersonal tra nance duri	its or habits, ng the rating	and period,	S S
1 0 MAR 1964			,			

SECTION C

NARRATIVE COMMENTS

Indicate eignificant spengths or weaknesses demonstrated in current position keeping in proper per theis ive their relationship to overall performance. Since suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain retings given in Section B to provide best basis for determining trains personnel action. Monner of performance of managerial or supervisory duties must be described, if applicable.

Mr. Hicks' personal experience and long association with paramilitary operations give him high competence in this type of activity. Personnel who have official business with Mr. Hicks respect his knowledge and ability in this field. He assumes responsibility and can be counted on to get a job done with minimum supervision. When required, he works irregular hours without complaint. His review of operational plans submitted by the field is prompt, complete and professional. Mr. Hicks exerts maximum economy in the use of funds, equipment and personnel. He is consistently cooperative, even tempered and patient in the face of frustrations inherent in this type of work. He has established an excellent working relationship with his opposite numbers in the field.

SECTION	DN D		CERTIFICATION AND CO.	MMENTS
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others doing similar work as to warrant special recognition.	
SPECIFIC DUTIES	
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describ manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All emp with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).  SPECIFIC DUTY NO. 1	playees
Specific Duty NG. 1	ATING
Hgs. case officer for PM Operations conducted by field station against target company.	S -
target company.	J -
SPECIFIC DUTY NO. 2	ATING
Prepares requirements for and/or insures the provision of training, logistics and other support required for conduct of PM operations against target country.	S .
SPECIFIC DUTY NO. 3	ATING
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#### HARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain retings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable.

Mr. Hicks has an exceptional knowledge of and experience with the problems involved in the conduct and support of covert PM operations. He has shown a high degree of initiative in providing the training and other support required and in preparing material for staff presentation to higher echelons. His aftention to detail is a strength in accomplishing his duties but he must try harder to overcome a tendency for too much detail in his staff communications, oral and written. His written work in particular shows a weakness in synthesizing which it is believed could be overcome by available courses of training. Mr. Hicks has also reached the point where he must broaden his outlook as to the wider political and operational implications of PM operations. To this end, it is intended that Mr. Hicks will attend the Inter-Agency Counterinsurgency Course in the near future. Under an experienced Chief of Operations, Mr. Hicks could handle PM operations at most Field Stations; in a major operation such as Viet Nam or Cuba, he could adequately handle a large segment such as PM Training, the handling of a large indigenous group, or the duties of Chief/PM operations or Deputy Chief, PM. He would be a definite asset, in the field or at Hqs., in any type of task force operations.

SECTION D	CERTIFICATION AND	COMMENTS
1.	BY EMPLOY	
	I CERTIFY THAT I HAVE SEEN SECTIONS	
DATE 5- Ful 196		
2.	BY SUPERVIS	OR .
MONTHS EMPLOYEE HAS I UNDER MY SUPERVISION	BEEN IF THIS REPORT HAS NOT BEEN SHO	OWN TO EMPLOYEE, GIVE EXPLANATION
6 months		
DATE	OFFICIAL TITLE OF SUPERVISOR	THEE OR PRINTED NAME AND SIGNATURE
2 Jan 1963	DC/SAS/PN	
3.	BY REVIEWING OF	FICIAL
six months, highly motiv others, and He assumes r without clos responsibili	ersigned has been Mr. Hicks so for the period ending December ated, sincere and capable perso his knowledge and ability are a esponsibility and can be counted a supervision. He is capable of ty. He is continuously striving fields of activity.	31, 1962. Mr. Hicks is a on. He works well with recognized and respected. ed on to get a job done of assuming greater
DATE	OFFICIAL TITLE OF REVIEWING OFF	FICIAL TYPED OR REINTED NAME AND SIGNATURE
8 February 19	963 C/SAS/PM	A. A. MAIONEY

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#### TRAINING REPORT

(64 hours, full-time)		
Student : Calvin W. Hicks	Office :	SAS
Year of Birth: 1924	Service Designation:	D
Grade : CS-13	No. of Students :	33
EOD Date : Aug 1950	· ·	

This course aims to develor in the Clandestine Services officers and others recently returned from the field an un-te-date avareness of the role of CIA in the United States intelligence community, the relations of the DDI and DDR areas with the CS, and the support available from the offices of the DDS.

The course is presented by lectures given by CIA officials who are directly responsible for the missions, functions, programs, and services discussed. Each lecture is usually followed by a short question period. Approximately 10 per cent of the students' time is scheduled for reading pertinent up-to-date regulations and background summaries.

#### ACHIEVEMENT RECORD

This is a certificate of attendance only; no attempt was made to evaluate student achievement in the course.

FOR THE DIRECTOR OF TRAINING:

18 Feb 1963
Date

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dispatched into the target country.    SPECIFIC DUTY NO. 2   NATING			••		r	1 1	(When	Fille	d In)	::_	<u> </u>		۲				1-, 1
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SECTION B  EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES  List up to a sis of the most important specific duties performed during the rating period. Insert rating number which beat describes the manner in which employee performe EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory reasonicibilities MUST be retained on their duties. Performance of their duty. All employees with supervisory reasonicibilities MUST be retained on their duties for discovery reasonicibilities MUST be retained on their duties for discovery reasonicibilities MUST be retained on their duties for discovery reasonicibilities MUST be retained on their duty. All employees with supervisory reasonicibilities MUST be retained on the duty. Consider ONLY MO. 4  [4] Competent S. Excellent S. Exc	PENDING		DECLIN	ŧξά		DENIEC	,	12	ANNUAL		REAS	SIGHME	NT/EI	4PLOY	EE		
SECTION B			D.P.	II. REPOR	TING		· · · To	SPE	CIAL (Specia	(1)							- '
manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of the duty. All employees with supervisor responsibilities MUST be orded an their builty to supervise (indicates members of employees supervised).  1. Unsatisfactory  2. Surely adequate  3. Acceptable  4. Competent  5. Excellent  6. Superior  7. Outstanding.  8. Proport out Y No. 1  8. Securic DUTY NO. 2  8. Securic DUTY NO. 3  8. Securic DUTY NO. 3  8. Securic DUTY NO. 4  8. Securic DUTY NO. 3  8. Securic DUTY NO. 3  8. Securic DUTY NO. 3  8. Securic DUTY NO. 4  8. Securic DUTY NO. 6  8. Securic DUTY NO. 7  8. Securic DUTY NO. 8  8. Securic DUTY NO. 9  8. Propare contact reports and other requires to document & securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO. 9  8. Securic DUTY NO.	SECTION B	٠.		EVALUA	TIO	N OF P	ERFOR	AH	E OF SP	ECIFIC	: DU	TIES					
Has PM Case Officer for agents dispatched into the target country.  Securic DUTY NO. 3 Has PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer for all agent Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer Algo PM Case Officer	List up to six of the most important specific duties performed during the rating period. Insert rating number which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. "All employees"										oveer.						
High PM Case Officer for agents  dispatched into the target country.  SPECIFIC DUTY NO. 2  May INC.  SPECIFIC DUTY NO. 3  May INC.  SPECIFIC DUTY NO. 5  May INC.  SPECIFIC DUTY NO. 5  May INC.  SPECIFIC DUTY NO. 6  AND OF OVERALL PERFORMANCE IN CURRENT POSITION  Take into account everything about the employee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, periodical initiations or tolents. Based on your knowledge of employee's overall performance. July the stilling period, place the roting number in the box corresponding to the influences of the many important respects falls to made requirements.  1 - Performance in many important respects falls to made requirements.  2 - Performance closely exceeds boxic requirements.  3 - Performance closely exceeds boxic requirements.  4 - Performance closely exceeds boxic requirements.  5 - Performance closely exceeds boxic requirements.  5 - Performance closely exceeds boxic requirements.  6 - Performance closely exceeds boxic requirements.  7 - Performance closely exceeds boxic requirements.  8 - Performance closely exceeds boxic requirements.  9 - Performance in every important respect is suspended.  1 - Least passible degree 2 - Limited degree 3 - Normal degree 4 - Above overage degree 5 - Outstanding degree  1 - Least passible degree 2 - Limited degree 6 - Normal degree 6 - Above overage degree 7 - Outstanding degree 8 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding degree 1 - Above overage degree 7 - Outstanding 4 - Above overage degree 7 - Outstanding 4 - Above overage degree 7 - Outstanding 7 - ABOVE 7 - ABOVE 7 - ABO	1 - Unsatisfactory	T	2 - Barê	lý oděquat	•	3 - Acc	eptable	4,- 0	Competent	5 - E	rcelle	n! 6 -	Super	lor	7 - (	of a fu	uqing.
Higs PM Case Officer for agents 6 General PM Operations Officer. 6 dispatched into the target country.  **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATING** **RATI	SPÉCIFIC DUTY NO. 1			, -			RATING	SPP	CIFIC DUTY	NO. 4							
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requests for air delivery into a 6/7 other reports to document & 5/6 denied area.  denied area.  Securic court No. 3  Blandle and train certain select agents for dispatch into the 1/6 of securic court No. 5  SECTION C EVALUATION OF OVERALL PERFORMANCE IN CURRENT POSITION  Take into account everything about the employee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on lob, cooparativeness, pertinent personal traits of hobits, particular limitations or talents. Based on your knowledge of employee's overall performance during the rating pariod, place the rating number in the box corresponding to the statement which most accurately reflects his level of performance.  1. Performance most most requirements but is deficient in one or more important respects. 2. Performance clearly exceeds basic requirements. 3. Performance clearly exceeds basic requirements. 4. Performance clearly exceeds basic requirements. 5. Performance clearly exceeds the same requirements. 6. Performance clearly exceeds basic requirements. 6. Performance in every important respect is superior. 6. Performance in every important respect is appoint. 6. Performance in every important respect is appoint. 7. April 1/2 3 4 5 5 1/2 3 4 5 5 1/2 3 4 5 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5 1/2 5	specific buty.no. 2	E E :	lcer	for a	11	agen					taci	t rei	port	. 8 8	nd	•	
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Handle and train certain select agents for dispatch into the 1 6  Barget Country  Section C EVALUATION OF OVERALL PERFORMANCE IN CURRENT POSITION  Take into account everything about the amplayee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or hobits, particular limitations or talents. Based on your knowledge of employee's overall performance during the testing period, place the roting number in the box corresponding to the stotement which most accurately reflects his level of performance.  1 - Performance in many important respects fails to meet requirements, 2 - Performance closely meets basic requirements, 3 - Performance closely meets basic requirements, 4 - Performance in every important respect is appoint, 5 - Performance in every important respect is appoint, 6 - Performance in every important respect is appoint, 6 - Performance in every important respect is appoint, 6 - Performance in every important respect is appoint, 6 - Performance in every important respect is appoint, 6 - Performance in every important respect is appoint, 6 - Performance in every important respect is appoint, 6 - Performance in every respect is outstanding.  SECTION D DESCRIPTION OF THE EMPLOYEE  In the roting bases below, check (X) the degree to which each characteristic applies to the employee  1 - Least passible degree 2 - Limited degree 3 - Normal degree 4 - Above overage degree 5 - Outstanding degree  CHARACTERISTICS  CHARACTERISTICS  AND HOT ATING  CABLE SERVED  1 2 3 4 5  X  X  X  X  X  X  X  X  X  X  X  X  X				<u> (4) (2)</u>		6 0 C		DATE OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PROPERTY OF THE PR						DATINA			
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SECTION C EVALUATION OF OVERALL PERFORMANCE IN CURRENT POSITION  Take into account everything about the employee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or hobits, perticular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the rating number in the box corresponding to the statement which most accurately reflects his level of performances.  1 - Performance in many important respects fails to meet requirements. 2 - Performance in many important respects fails to meet requirements. 3 - Performance closely meets basic requirements, 4 - Performance closely exceeds basic requirements, 5 - Performance closely exceeds basic requirements, 6 - Performance in every respect is ourstanding.  SECTION D DESCRIPTION OF THE EMPLOYEE  In the rating bases balow, check (X) the degree to which each characteristic applies to "he employee  It Least passible degree 2 - Limited degree 3 - Normal degree 4 - Above overage degree 5 - Outstanding degree  CHARACTERISTICS APPLICABLE SERVED 1 2 3 4 5  SETS THINGS DONE  CHARACTERISTICS APPLICABLE SERVED 1 2 3 4 5  AND ARCE PERSONSIBILITIES  AND ARCE PERSONS ON HIS OWN WHEN NEED ARISES  DESS HIS JOB WITHOUT STRONG SUPPORT  AND ARCE PERSONS ON HIS OWN WHEN NEED ARISES  DESCRIPTION OF RECORDS.  X HINGS CLEARLY  HINGS CLEARLY  DISCIPLINE IN ORIGINATING, MAINTAINING AND DISPOSING OF RECORDS.							4										
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Take into account everything about the emplayee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on job, cooperativeness, pertinant personal traits of hobits, particular limitations or tolents. Based on your knowledge of emplayee's overall performance during the rating period, place the roting number in the box corresponding to the statement which most accurately reflects his level of performance, performance in many important respects falls to meet requirements.  1. Performance meets most requirements but is deficient in one or more important respects.  3. Performance clearly exceeds basic requirements.  4. Performance clearly exceeds basic requirements.  5. Performance in every important respect is superior.  6. Performance in every respect is outstanding.  SECTION D  DESCRIPTION OF THE EMPLOYEE  In the roting boxes below, check (X) the degree to which each characteristic applies to the employee  1. Least possible degree  2. Limited degree  3. Normal degree  4. Above average degree  5. Outstanding degree  CHARACTERISTICS  CHARA	SECTION C		EVALU	ATION C	FO	VERAL	L PERF	ORM	ANCE IN	CURR	ENT	POSIT	ION			A	
3 - Performance closely exceeds basic requirements, 4 - Performance closely exceeds basic requirements, 5 - Performance in every important respect is superior. 6 - Performance in every respect is outstanding.  SECTION D DESCRIPTION OF THE EMPLOYEE  In the roting boxes below, check (X) the degree to which each characteristic applies to "he employee  I - Least possible degree 2 - Limited degree 3 - Normal degree 4 - Above average degree 5 - Outstanding degree  CHARACTERISTICS APPLI-  BETS THINGS DONE  CEETS THINGS DONE  CECCEPTS RESPONSIBILITIES  AN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES  COLUMN WHEN NEED ARISES  CAN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES  CAN MAKE DECISIONS ON PICTURE OF HIS OFFICE  CRITTS EFFECTIVELY  CEURITY CONSCIOUS  HINKS CLEARLY  DISCIPLINE IN ORIGINATING, MAINTAINING AND DISPOSING OF RECORDS.	duties, productivity, con your knowledge of emplo statement which most ac 3 - Perform	dve	t on job 's over stely ref	cooperation perform lects his i	ivence once levol	of porta	inent perithe rating unance.	pari	traits or ha od, place th quirements.	bits, p	ericu g numi	lar limi ber in t	tation he box	s or to	epond	ing to	o the
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8-58 45 OBSOLETE PREVIOUS EDITIONS.

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Stress strengths and weaknesses demanstrated in current position. Indicate suggestions made to employee for improvement of his work. Give recommendations for his training. Describe it appropriate, his potential for development and for assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D to provide the best basis for determining forme personnel actions.

Mr. Hicks has an excellent understanding of clandestine operations and has demonstrated an outstanding ability to be flexible enough to cope with an ever changing program. He has performed his duties in a superior manner at all times, exercising mature judgement and firm action. He has continued to keep his objectivity and make a fine contribution a Project that has had more than its share of frustrations. It is believed that Mr. Hicks should be considered for promotion to Grade GS-13 at the earliest opportunity. He has continuously demonstrated his ability to perform the functions and assume the responsibilities of a higher level in an outstanding manner. Mr. Hicks has worked long, irregular hours, and without complaint, to get the job done.

ECTION F CERTIFICATION AND COMMENTS									
BY EMPLOYEE									
I certify that I have seen Sections A, B, C, D and E of this Report.									
DATE 13 Feb. 1962 SIGNATURE OF EMPLOYEE Calin W. Ship									
2 AY SUPERVISOR									
MONTHS EMPLOYEE HAS BEEN IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION IO									
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EMPLOYEE UNDER MY SUPERVISION LESS THAN 80 DAYS									
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COMMENTS OF REVIEWING OFFICIA		1							
The above ratings are based primarily on duties performed prior to the assumption, in November 1961, of present duties by the reviewing officer. Since November 1961, Mr. Hicks has shown superior ability to adapt himself to new and changing conditions and has performed well									
IM TEB. 1962	Chief, WH/4/PM	IAL TYPESDO PRINTED NAME AND SIGNATURE							

FITNESS REPORT - Calvin W. Hicks (Continued)

#### SECTION F

Comments of Reviewing Official (Continued)

in situations requiring individual initiative and imaginative thinking. I feel quite certain that Mr. Hicks has the capabilities and should earn a superior or outstanding rating in his next fitness report.

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SECRET

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. \$	SECTION E NARRATIVE DESCRIPTION OF MANNER OF JOB SEPTEMANCE
\$	tress strengths and weaknesses demonstrated in current positions, indicate suggestions made to employee the hopvement of his work. Give recommendations for his training. Describe, if appropriate, his potential for development and for assuming greater re- ponsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D to provide the best basis for determining
	Subject is one of the most practical, hard-headed, do m-tolk in 1120 ff of sistent, and competent operations and operations staff of livers this supervisor has ever boom.
۰۰۰ ب	in our organization. He fights tenaciously and recourcefully in surjort of his staff
	advice to the time his chief makes a decision; from that the Hotel post of the tena-
	clously and resourcefully to support the decision as he did previously for his position
	whether or not the decision follows his advice. He gives 100 loyalty to his country,
	his organization, and his chief. His approach to plans and ops of the clandestine
,	program has always been practical, and with the long-range requirements solidly in view
	ne is forceful and firm in dealing with allied opposite numbers; at the same time earn-

ing and retaining their respect. He is oxillful and pursistant in eliciting intelligence information. His development of contacts in the country assigned has been surprisingly good, even though outside his assigned responsibilities; in other words, he has constantly exercised initiative to place himself in a position to collect intelligence information should the requirement be placed on him. Altogether an outstandingly fine operations and staff officer whom I shall always welcome on my staff. His training, experience, and demonstrated ability in the riold all well demonstrate his qualification to fill assignments in the next higher grade.

SECTION F	CERTIFICATION AND C	OMMENTS
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J'	certify that I have seen Sections A, B,	C, D and E of this Report.
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22 August 1960	S/Calvin W. Hicks	
2.	BY SUPERVISOR	,
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, SIVE EXPLANATION
ONDER MY SOPERVISION		
	IF REPORT IS NOT BEING MADE AT THE	TIME, GIVE REASON.
EMPLOYEE UNDER MY SUP	ERVISION LESS THAN 90 DAYS	REPORT MADE WITHIN LAST 90 DAYS
OTHER (Specify):		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE S/William T. MR HOTTERDAY
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3.	BY REVIEWING OFFI	
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and the "togetherness	" of its personnel but this	rating officer as well as his predeces- ontacts with subject officer have been sed on parer-work subject has originated
sors have all rated o	n the high side. Thile my co	ontacts with subject officer have been
infrequent and any ev	aluation would largely be bas	sed on parar-work subject has originated
my assessment is that	subject is an average office	er for his age, grade, and experience in
his rather specialize	a field. In comparison with	other officers I have known in this
DATE (CONCENCED STRUCT	OFFICIAL TITLE OF REVIEWING OFFICE	AL TYPED OF PRINTED NAME AND SIGNATURE
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2 September 1960		s/ · / /9

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# ADEILIST ATTE

#### MEMORANDUM FOR THE RECORD

SUBJECT: Request for Disability Retirement Under the Provisions of the CIA Retirement and Disability System. Mr. Calvin W. Hicks

Based upon my review and evaluation of the evidence listed below, I hereby approve the request of Mr. Calvin W. Hicks for disability retirement under the provisions of the CIA Retirement and Disability System and, on the basis of medical evidence submitted in this case, I have determined that the disability of Mr. Hicks is permanent;

- a. Supervisor's statement dated 30 October 1974 submitted in accordance with the provisions of paragraph 1.(3) of HR 20-50.
- b. Written report of the Board of Medical Examiners dated 20 December 1974 as submitted by the Chairman of that Board in accordance with the provisions of paragraph f. (4)(c) of HR 20-50.

F. W. M. Janney Director of Personnel

#### Distribution:

- 0 Return to ROB
- 1 D/Pers
- 1 OPF
- 1 ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/\_\_\_\_\_:jat/3257 (24 December 1974)

ADMINISTRATIVE INTERNAL ISS ONLY

3.1 3500 TOTA

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicker

This is to inform you that the Director of Personnel has approved your request for disability retirement under the CIA Retirement and Disability System. On the basis of medical evidence, the Director of Personnel has determined that your disability is of a permanent nature; therefore, no further medical review of your case will be required.

Your annuity will commence retroactive to 28 December 1974, the day following the date on which your salary terminated. You may be assured that very effort will be made to expedite delivery of your first annuity check following completion of the administrative details required to effect your retirement.

Sincerely yours,

Ronald-Gage
Chief
Retirgment Affairs Division

#### Distribution:

- 0 Addressee (CIA Letterhead)
- 1 D Career Service
- 1 OMS
- 1 OPF
- 1 ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/ jat/3257 (30 December 1974)

1076

Fr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Hr. Hicks:

As you bring to a close your active career of service to your country, I join your friends and colleagues in wishing you well in your retirement.

It tales the conscientious efforts of pany people to do the important work of this Agency. You leave with the knowledge that you have personally contributed to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Federal service.

May I extend to you my sincere appreciation for the important work you have done.

. Sincerely,

/s/ W. E. Coloy

W. E. Colby Director

Distribution: O - Addressee	Originator: Twu James.  Pirector of Persongel	8
OP/PAD/ROB/	tls (15 January 1975)	

Si .

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicke:

For your information and convenience, an Annuity Statement has been forwarded to you. That statement relates basically to the payment for the period 28 December 1974 through 28 February 1975.

Enclosed is a retires identification card. Before using the document, please sign your name in ink on the reverse side of the card.

This office is in receipt of your signed statement wherein you elected to receive payment under the Federal Employees' Compensation Act (FECA) in lieu of a rotirement annuity under the CIA Retirement and Disability System. Accordingly, your annuity ceased as of 28 February 1975 and you will henceforth receive benefits under FECA. An adjustment will be made in the payment issued by FECA retroactive to 28 December 1974. If, at a later date, the determination is made that you are not permanently nor totally disabled, your FECA payments might by reduced or stopped, at which time you may request the initiation of your retirement annuity.

If you elect to receive an annuity instead of benefits under FECA, you must so advise the Office of Federal Employees' Compensation, indicating the date of this election. In addition, you should send a copy of your correspondence with that office to the Agency.

OBARTONEOS JA. TOSPERS TOTA MIT Sincerely yours,

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Ronald Gage Chief

Retirement Affairs Division

.SECRET (When Filled In)

St Pecember 1974

CERTIFICATION OF SEPARATING EXPLOYEE

Name (Last-First-Middle)

HICKS, Calvin W.

#### MEMORANDUK FOR THE RECORD - ATTACH TO OFFICIAL PERSONNEL POLICES

I hereby acknowledge the receipt of the following forms and/or information concerning my separation from CIA as indicated by check mark:

ocporation that its indicated by their milks	
1. Standard Form 8 (Notice to Federal Emplo	yee about Unemployment Compensation)
2. Standard Form 55 (Notice of Conversion P Life Insurance).	rivilege, Federal Employees' Group
3. Standard Form 56 (Agency Certification of Group Life Insurance Act of 1954).	f Insurance Status, Federal Employees'
4. Standard Form 2802 (Application for Refu	nd of Retirement Peductions).
5. Form 2595 (Authorization for Disposition.  White to	of Paychecks).
6. Only applicable to Retiree - Returnee (re T have been advised of my right to b my separation from this Agency and o check to my health and well-being.	ave a medical examination before
7. CSC Pamphlet 51 (Re-employment Rights of Forces Duty).	Federal Employees Performing Armed
8. Instructions for returning to duty from E Service.	Ntended Leave or Active Military
Calvin N. Shift	26 Dec. 1974
Address (Street, City, State, Zip Code)	Correspondence
MR. CALVIN W. HICKS	OVERT CORRESPONDENCE
10207 FOREST AVE.	CORRESPONDED
FAIRFAM, VIRGINIA 22030	OVE
	Overt Covert

21 MAY 1928

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicks:

I am happy to send to you, under separate cover, your Agency Retirement Medallion. The Medallion is a tangible form of recognition and appreciation of your service to the Agency. It should serve as a lasting reminder of an honorable career, rewarding associations and the knowledge that you played your part in a vital activity.

Let me, therefore, add my congratulations and wish you the very best for the future.

Sincerely,

and J. R. W. H. Jorney

F. W. M. Janney Director of Personnel

# ENLISTED RECORD AND REPORT OF SEPARATION

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MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- i. I am pleased to send to you the attached official notification of the approval of the Quality Step Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

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OP/SPD/ whg (6 Apr 72)

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17 March 1972

MEMORANDUM FOR: Director of Personnel

IA. DDP/OP

CHR. TECT

Request for Quality Step Increase.

Mr. Calvin W. Hicks

1. The GS-13 Evaluation Board for FY 1972, having carefully reviewed the performance or all officers in grade GS-13 according to the standards of HR 20-31a(3)(b), recommends Mr. Calvin W. Hicks for a Quality Step Increase.

- 2. Mr. Hicks performed in a superior manner as a paramilitary officer luring the early years of his career, overseas and in Headquarters. A medical hold on overseas duty led to his assignment in 1967 to the Intelligence Watch/FI Staff where he has remained up to the present. Mr. Hicks has received overall ratings of strong" from 1968 through 1971, with his performance characterized as exceptionally proficient. Of the seven officers with whom he serves on a rotating basis, four are GS-14's. The FI Staff has recommended Mr. Hicks for promotion in 1968, 1969, 1971 and 1972, with a recommendation for QSI in 1970. None of these recommendations were approved.
- 3. The Board has noted that Mr. Hicks plans to retire in 1974 at the age of 50. In view of the very high regard in which he is held by the FI Staff; his record of sustained superior performance and his high dedication to the Agency, the Board recommends recognition in the form of a Quality Step Increase for Mr. Hicks.

Arthur E. Callahan

Chairman

GS-13 Evaluation Board (FY 72)

CONCUR:

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March Links

Director of Personnel Date

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# FILE COPY OF STANDARD FORM 56 "AGENCY CERTIFICATION OF INSURANCE STATUS— FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM"

on file with the Retirement Operations Branch,
Office of Personnel (x3257).

#### ELECTION, DECLINATION, OR WAIYER OF LIFE INSURANCE COVERAGE

FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROBLAM

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

TO COMPLETE THIS FOR	A4 -	

#### FOLLOW THESE GENERAL INSTRUCTIONS:

. Read the back of the "Duplicate" carefully before you fill in the form

FILL IN THE IDENTIFYING INFORMATION BELOW (please print of type):

- . Fill in BOTH COPIES of the form. Type or use ink. -
- Do not detach any part.

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SIGN AND DATE. IF YOU MARKED BOX "A" OR "C".

COMPLETE THE "STATISTICAL STUB." THEN RETURN
THE ENTIRE FORM TO YOUR EMPLOYING OFFICE.

SIGNATURE (do not print)

Calvin Mr. Mich.

DATE

144 Control of Effective Dates on back of Original

SIGNADARD FORM TO YOUR EMPLOYING OFFICE.

ORIGINAL COPY—Retain in Official Personnel Folder

Milionalum For: Deputy Director for Tangi

SUBJECT

: Expression of Approbation and Cossendation for the Intelligence watch.

t. I wich to express by appreclation and personal praise for the portornance of the WI/Into higence Fatch curring the height of the recent Middle Lost crisis. I sa informed that the Ara. -Ioraeda war and its safter bath were or mary factors which resulted in the Watch processing for the moush of June the highest number of olssemmations sinco its cocablishment. The Watch wis partheularly holpful to this Division in onsuring that the dissemination of the reporting on the Widdle East situation was not only rapidly disseminated locally to the Intelligence Community but also promot! / Telayel to interested overseas military commands and CTA field statious.

2. The judgment shows by Watch Officers, ofter under trying circumstances, was inversably sound dail holoful. The worth of the batch, particularly Suring the crisis situation, was once more demonstrated to all of us in NE Division.

> JAMUS H. CRITCHTITES Chiof, Near East and South Asia Division

#### Distribution:

Orig and 1 - Addressee .

1 - C/NE

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1 - Official Copy ...

CALVIN HICKS

CNE, INTEL: DLConnelly: vb/5425 (30 August 1967)

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Recorded by CSPD

9 November 1960

	MEMORANDUM FORE	Chief, HE					, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
•	FROM :	William T.	Hornaday,	formerly			
,	subject :	Letter of C	Commendation	for Calvin	W. Hicks	*	
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1	of 7 January - 25 the staff of staff, and the Joint Operati	August 196 Project id Chief Opc	O. During His assi rations Of	this time h commont was ucer for th	e served un Operations e United St	der my com Officer on ates cleme	rand on the nt of

service.

- 2. Hicks at all times was an outstanding member of the staff. He was sealous in his efforts to improve operational techniques to increase operational assets, and to insure that these assets were of trustworthy nature and were highly trained and qualified. His forerest thoughts were always contered on what was best for the interests of the United States. He was practical, unremitting in his efforts, and nard-needed in his analysis of how best to deal with the Allied partners for the best interests of the United States. He was a sound staff officer, offering sound operational advice to his commander, and always submitting staff work in completed form. After giving strong support to the courses of action recommended by him, he never failed to give complete support to his commander after a decision was made, even though it controvened the course he favored.
- 3. Mr. Hicks has been a GS-12 since November 1956. He has amply demonstrated his complete qualifications to perform the duties of the next higher grade, and it is my conviction he has exmed the right to early consideration for promotion.
- 4. I shall always welcome any opjortunity that permits Mr. Hicks to serve with me again.

William T. Hornaday

SECRET

25 May .1961

MEMORANDUM FOR: Chief, Finance Division

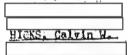
FROM

: Chief, WH/4/Support Staff

SUBJECT

: Promium Pay

Due to the recent reduction in heavy workload requirements, the following employees are no longer entitled to Premium Pay. It is requested that this entitlement be discontinued effective C.C.B. 27 May 1961. Their salaries are chargeable to Allotment #535-5000-8021.



NAPOLI, Louis P. SEFHAFFR, Ralph G. SILEO, Anthony L.

Chief, WH/4/Support

Distribution:
2 - Chief, Finance Division (ea. employee)
2 - Director of Personnel (ea. employee) (ea. employee)

11 January 1961

To : Director of Tersonnel

TRUI: : Chief. MAJ

SUBJECT: Additional Commensation in Lieu of Overtime anyment

163: Femo dated 11 January 1941 from SSA/DDS to DD/S. arrivoved by DD/S. Subject: Temployee Benefits for JPATS Personnel"; and from dated 22 December 1960 from ADD(P) to Demity Director (Flans). Subject: "Surloyee Renefits for Personnel Assistme! to VIATS".

In accordance with referenced memorania, it is requested that the rersonnel listed below be authorized to receive additional compensation effective 8 Jenuary 1971, at the rate of 150 of their respective rates of basic annual compensation (but not to exceed the property rate for a CS-9) in lies of payment of the regular overtime rates for irregular, unacheduled and request overtime.

<u> </u>	ELPIOYES Sected No.	W. L. Carrier		SALARY	1.
- Present this incoh ly	56 <del>783</del>	-Urs-Officer		\$10,055	•
		Or officer	·	12,990,	
		GiS Offloer	•	14.055	
Establica, David A.	654300	Ora Officer	r	12,730	
	012616	OFS Officer		12,210	
*	064735	075 Officer		12.730	
PERCEC, John D.	55093	OPS Officer	•	11,675	,
	59794	Instructor (CPS)		3.955	••
HICKS, Calvin V.	56361	Querrilla Warrare	Officer	c. 475	
RILZY, Jares	60471	OPS Officer		5,060	
"ILEO, Anthony L.	559127	OPS Officer		7.320	
	56218	Instructor (CPS)		8,955	
	059517	CP: Officer		11,155	
BEYNGLD', Hobert	55407	Cirl Officer		13,470	
	422H5 .	Instructor (OFS)		12.470	
EFGRY, Fravel S.	61901	OP: Officer .		c. 475	
	5784-0	OPC Officer		9,215	٠,
CHELLING, Samuel J.	55622	ADM Office-		7,820	
ORALIS, Davit S.	*	uls Officer		12.210	
CEUT, Sillies :.		GFS Officer		9,215	

All the above employees are on Allotrent 4535-5000-3001.

J. L. APG

Migre D. ECHOLS

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MICK		NILSON	
	RESIDENCE DATA		
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PLACE IN CONTINENTAL U.S. DESIGNATED A	S PERR MENT RESIDENCE		
.2:	MARITAL STATUS		,
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FERENCE INDICATE PLACE OF MARRIAGE	MICHA		29 Ene 1931
AF DIVORCED. PLACE OF DIVORCE DECRÉE			DATE OF DECREE
II BIDOWLD, INDICATE PLACE SPOUSE DIED			DATE SPOUSE DIED
IF PHEVIOUSLY MARRIED. INDICATE NAME !	) OF SPOUSE, REASON(S) FOR TERMINATI	ONE AND DATE(S)	
3.	MEMBERS OF FAMILY		
	ADDRESS (No., Street, City, &en	e, State)	TELEPHONE NUMBER
CATHERINE LOUISE	JAVA S. D.OM	•	· lace
THELESO LOUISE		٠	1 16 3-
MICHARL CALVIN	JAVA S. UPA	-	74
LISA ANTE			FE 9 mis.
NAME OF FATHER (OF male guardian)  GEOIGE N. HICKS	JAVA, S. DAK.	: .	TELEPHONE NUMBER
NAME OF MOTHER (Or fomate guardian)  ANCELINE JOIN	ADDRESS AVA, S. WAK.	f 3	TELEPHONE NUMBER
WHAT MEMBERIST OF YOUR FAMILY HAS BEEN	TOLD OF YOUR AFFILIATION WITH THE AC	SENCY FOR EMERGENCY	PURPOSESY
4. PERSON	TO BE NOTIFIED IN CASE OF EMERGE	NCY	
HAME (Mr. Montagen) (Last-First-Ma	(dle)	RELATION	
HOME ADDRESS (No., Street, Gity, Tone,	WILSON		FIREK
BUX M JA	LUA. S. WAIR		EPHONE NUMBER
BUSINESS ADDRESS (No., Street, City, To	5:090	APPLICABLE BUSINESS	TELEPHONE & EXTENSION
TE THE INDIVIDUAL NAMED ABOVE WITTING O	F YOUR AGENCY AFFILIATION?	, ,	
TS THIS INDIVIDUAL AUTHORIZED TO MAKE D	ECISIONS ON YOUR BEHALF?		
DOES THIS INDIVIDUAL KNOW THAT HE HAS B	LEN DESIGNATED AS YOUR EMERGENCY ADD	RESSEET .	,
THE PERSONS NAMED IN LIEM 3 ABOVE WAY A BECAUSE OF HEALTH OR OTHER REASONS, P.E.	LSO BE NOTIFIED IN CASE OF FMIRGING ASE SO STATE IN LIEM 6 ON THE RIVENS	. IF SUCH LOTIFICATE SIDE OF THIS FORM.	TION IS NOT DESTRABLE
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